

Progress Test 4 (Units 10–12)

LISTENING

Track 7

A Listen to an interview with Lucy Bellman, CEO of International News and Media. Complete the sentences below with the correct alternative - a, b or c. You will hear the interview twice.

- 1 According to Ms Bellman, a CFO should be _____
 - a) an optimist
 - b) conservative
 - c) sales-oriented

- 2 Ms Bellman believes a CFO should _____
 - a) let the business's accountants deal with the details
 - b) let the CEO make the big decisions
 - c) be an accountant

- 3 Ms Bellman says that a CFO needs to prepare accounts and budgets _____
 - a) quickly
 - b) working closely with other accountants
 - c) with great care

- 4 Ms Bellman believes that a good CFO understands _____
 - a) both the details and the 'big picture'
 - b) the details but not necessarily the 'big picture'
 - c) the 'big picture' but not necessarily the details

- 5 According to Ms Bellman, a good CFO _____
 - a) can understand the CEO's explanations of policies and so on
 - b) is able to hide bad news so that shareholders don't worry
 - c) can communicate clearly

- 6 Ms Bellman says that a good CFO _____
 - a) can perform well even with only a little understanding of computers

- b) needs to know a lot about property, law and company secretarial affairs
- c) should work closely with a company's lawyers and secretaries

7 In Ms Bellman's view, a good CFO _____

- a) will be a good manager
- b) would make a bad CEO
- c) deals with every matter very seriously

8 Ms Bellman says that a CFO has to work extra hard _____

- a) in times of crisis
- b) when foreign exchange rates change quickly
- c) when the CEO is on holiday

READING

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

- 9 Corporate responsibility becomes less important in a bad economy.
- 10 Mars is worried that demand for chocolate will decrease.
- 11 Wal-Mart has become more socially responsible mainly because of protests by consumers.
- 12 Fiona Dawson says that her company makes a luxury food rather than an essential one.
- 13 Consumers are cutting back more on premium foods than on ethical foods.

Why corporate responsibility is a survivor

Many people predicted that the recession would end talk of corporate social responsibility. Faced with the fear, or reality, of losing their jobs or homes, consumers would rush past the Fairtrade shelves and pick up something the family could afford. Companies, meanwhile, would concentrate on saving themselves rather than the planet.

That prediction has turned out to be wrong. Mars, the world's biggest sweets and chocolate company, has announced that its entire cocoa supply will be 'produced in a sustainable manner' by 2020. Mars will work largely with the Rainforest Alliance, which encourages farmers to preserve their environment.

Wal-Mart, the world's biggest retailer, recently told a meeting of 1,000 Chinese suppliers that it would hold them to strict environmental and social standards.

Why are these companies acting in a way few expected? First, there are important business reasons. When Mars talks about cocoa supplies being sustainable, they mean it. Chocolate manufacturers are worried about how much cocoa will be available a decade from now. Worldwide cocoa production fell in 2008 for the fourth successive year.

Wal-Mart also has commercial reasons for its position. The company has been encouraging companies to cut down on packaging. This enables it to fit more goods into each delivery truck, not only reducing its emissions but also cutting the amount it spends on petrol. Cost-cutting is vital to beating the downturn and if companies can boost their green credentials at the same time, why not?

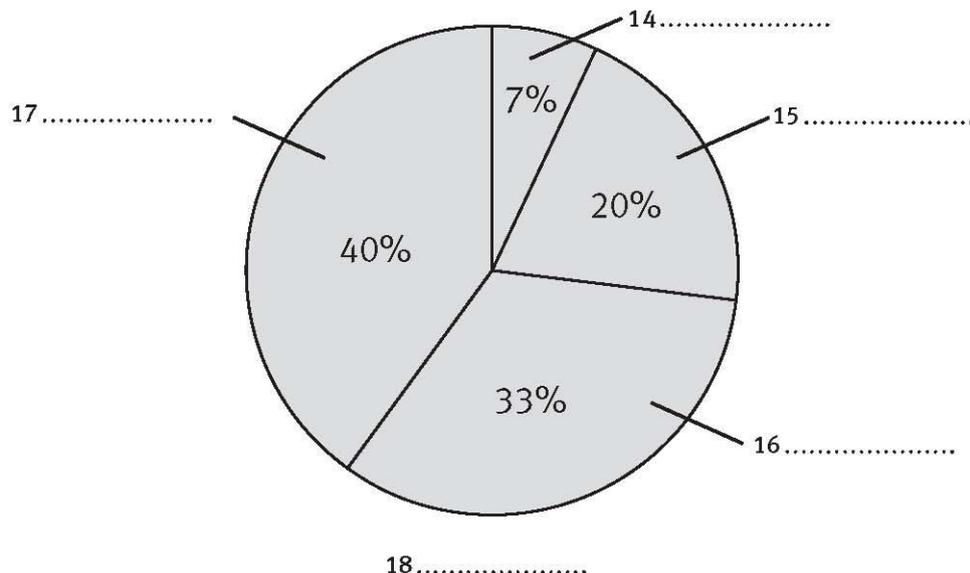
But the companies go further. Not only do their announcements make business sense, they say; consumers, even now, insist on them. Fiona Dawson, Mars UK's managing director, says customers expect the company to 'do the right thing', adding that 'nobody has to buy chocolate'.

A recent report by Mintel, the research organisation, says: 'Although a third of shoppers have cut down on the number of premium foods they buy, only one in 10 has cut back on ethical produce.' Justin King, chief executive of J Sainsbury, the UK retailer, said in February that its Fairtrade sales were holding up well.

About a fifth of consumers are uninterested in such issues and about a third cannot see what difference their purchasing makes. But the biggest group, about 40 per cent, are those who are prepared to buy ethical goods if companies make it easy, which generally means not making it expensive. **FT**

B Look at the final paragraph of the article. Complete the labels (14–18) on the pie chart with the words and phrases (a–e).

- a) Uninterested in ethical issues
- b) Don't think their buying decisions matter
- c) Others
- d) Consumer attitudes
- e) Prepared to buy ethically if it's easy



LANGUAGE

A Complete the conversation using the correct form of the verbs in brackets.

A How did you get your job at Solarworld, Hans?

B It's kind of a funny story. I _____¹⁹ (finish) university with a degree in IT but I hadn't been able to find the job I wanted. So, while I _____²⁰ (look) for a real job, I got a job driving a delivery van for an office supply company and, at the same time, I was applying for lots of jobs in business.

A So did you apply to Solarworld?

B Well, I wrote them a letter and enclosed my CV but I _____²¹ (send) a very short response saying they weren't interviewing.

A So what happened?

B Well, I had to make a delivery to Solarworld one day. My company _____²² (receive) their order for some desks the week before. And while I _____²³ (deliver) the desks, one of their IT guys was trying to fix a computer for a manager and he just couldn't do it. The manager was getting really angry. So I asked if I could have a look. I think they were both shocked but they let me try.

A OK, I can guess what _____²⁴ (happen)!

B It was a basic problem and I solved it right then. And soon after, I was managing that guy who couldn't solve the problem. The first thing I did _____²⁵ (be) to make sure he _____²⁶ (give) some training!

B Complete the article with *who*, *which* or *that*. In some cases, more than one answer is possible.

Profile: Young CEO Thiago Abreu

Thiago Abreu, 25, runs his own company. The young CEO, _____²⁷ put himself through university and earned a degree in chemistry, now runs INTChem. The firm, _____²⁸ does on-site water and soil sampling and carries out environmental damage analysis, is based in Brasilia. How do you get to be a CEO at 25? 'My mother is the person _____²⁹ really made me believe in myself' says Abreu. 'I come from a very poor place, a small village. It isn't a place _____³⁰ produces many businessmen. But here I am.' INTChem, _____³¹ currently has contracts with two large oil companies and a handful of other smaller businesses, keeps Abreu busy. 'I guess I'm the kind of person _____³² likes it that way,' Abreu says.

SKILLS

A Complete the short conversations with the appropriate phrases (a–h).

- a) consider another approach
- b) to do is e-mail Adrienne
- c) deliver any earlier
- d) could be a problem
- e) what are our options
- f) were looking for 15
- g) were hoping for 60

h) it may not work

33 A We need to deal with Simon's behaviour.

B So _____?

34 A This just isn't working.

B OK, so let's _____.

35 A What shall we do?

B The next thing _____.

36 A We have to stop people using Facebook.

B I'm with you up to a point but _____.

37 A We can give you 30 days' credit.

B We _____.

38 A I need these by Friday.

B Unfortunately, we can't _____.

39 A We want payment on delivery.

B It _____.

40 A I can give you a 10% discount.

B We _____.

B Complete the presentation with the words in the box.

attention	background	improvements	parts	questions	talk
-----------	------------	--------------	-------	-----------	------

Hello, everyone, and welcome to Masatomo Electric Industries. I'm going to divide my _____⁴¹ into three _____⁴². First, I'll give you some _____⁴³ on our work with synthetic diamonds. After that, I'll talk about some recent _____⁴⁴ we've made in our production processes. Finally, I'll explain some of our R&D work in super-hard materials. I'll be glad to answer any _____⁴⁵ at the end of my talk.

Let's start with the background. Could I draw your _____⁴⁶ to the first slide ...

VOCABULARY

A Choose the best word to complete these sentences.

- 47 Two men were arrested for using PayPal for money_____.
- a) fixing b) trading c) laundering
- 48 Selling your company's secrets to a rival is called industrial
- a) fraud b) espionage c) pollution
- 49 I refuse to work for a company that does animal_____.
- a) fraud b) discrimination c) testing
- 50 ebay will close your account if they find you're selling counterfeit
- a) goods b) corruption c) fixing
- 51 We need a strong negotiator, someone who's really_____.
- a) assertive b) diffident c) formal
- 52 If you have a clear understanding of what you can and can't do, you're
- a) cautious b) casual c) realistic
- 53 He would do anything to succeed. He's completely_____.
- a) principled b) ruthless c) laid-back
- 54 If you choose a course of action and you stand by your choice, you're
- a) critical b) decisive c) radical

B Write one word in each gap to complete these idioms.

- 55 It isn't fair. They keep moving the_____.
- 56 If we all launch at the same time, we'll have a level playing_____.
- 57 You know, the C-56 just isn't going to sell. We're flogging a dead_____.
- 58 Our market share is greater than expected. We're ahead of the_____.
- 59 No one has anything like the JC-5. It's a one-horse_____.
- 60 If you put me in the driving_____, I'll sort things out.

WRITING

A You are a buyer for a DIY store's garden department and have just seen the advert below in a trade magazine. Write an e-mail (40–50 words) to the distributor. Remember to include the following information.

- State which products you are interested in.
- Request more information about the products.
- Ask about prices.

Looking for high-quality garden furniture?

We are distributing three new ranges of flat-pack Swedish products:

- budget - light-weight pine construction, unpainted
- everyday - medium-weight pine construction, factory painted
- deluxe - heavy-duty hardwood, oiled

All furniture is from sustainable sources.

For information, e-mail Helena.Ericsson@hggf.com

B Last year your company used the services of Ethic-on, a corporate training company that helps organisations work more ethically. Read the letter below from Ethic-on. Then write a response of 120–140 words.

Dear trainee,

Last year your company received training from Ethic-on. As you know, we use case studies in our training programme. We'd like to know how you're getting on. Write to tell us whether our work made a difference or not. In your letter, please include the name of your company, its area of business and three examples of ethical practice. The examples can be of good practice or of areas where improvement may be needed.

Thank you.

Ethic-on Training Services

ANSWER KEY

PROGRESS TEST 4

Listening (8 marks)

1 b / 2 c / 3 c / 4 a / 5 c / 6 b / 7 a / 8 a

Reading (10 marks)

9 False / 10 False / 11 False / 12 True / 13 True

14 c / 15 a / 16 b / 17 e / 18 d

Language (14 marks)

19 finished

20 was looking

21 was sent

22 had received

23 was delivering

24 happened

25 was

26 was given

27 who

28 which

29 who/that

30 that/which

31 which

32 who/that

Skills (14 marks)

33 e / 34 a / 35 b / 36 h / 37 g / 38 c / 39 d / 40 f

41 talk

42 parts

43 background

44 improvements

45 questions

46 attention

Vocabulary (14 marks)

47 c / 48 b / 49 c / 50 a / 51 a / 52 c / 53 b / 54 b

55 goalposts

56 field

57 horse

58 game

59 race

60 seat

Writing (20 marks in total; 10 marks each)

See Examiner's guidelines.

A

Dear Ms Ericsson

We are interested in stocking your budget range of garden furniture in our Bramley store. I would be grateful if you could send me some details about these products, together with an up-to-date price list and catalogue.

Yours sincerely

B

Dear Ethic-on

Ethical training case study

I am writing with regard to your request for information about the above. I work with Dearborne DIY, a small chain of hardware stores based in and around Bristol. Since your training last year, we have seen some very positive developments in our business ethics.

Firstly, the company has improved its environmental record. We now have a special area in each shop that features local, recycled and low-carbon products.

Secondly, we have increased our investment in our employees. After your review, we have developed our training programme and found ways to make our employee benefits better.

Finally, we continue to offer flexible working arrangements for staff and to hire staff who come from all parts of society.

I hope this information is useful. If you have any questions, please don't hesitate to contact me.

Yours faithfully

PROGRESS TEST 4

Track 7

(I = Interviewer, LB = Lucy Bellman)

- I** When we think of business leaders, we often think of the person at the very top: the CEO. But what about the CFO - the chief financial officer, or finance director? I'm here with Lucy Bellman, chairman of International News and Media. Ms Bellman, what can you tell us about what makes a good CFO?
- LB** The best CFOs are conservative. The leader of the business, the CEO, should be sales-oriented and also an optimist, but every positive CEO needs a CFO who worries about what could go wrong.
- I** OK. What sort of background or experience do you look for in a CFO?
- LB** A CFO has to be a qualified accountant. Accountants are taught to be careful and use good sense. This is really important for preparing budgets and accounts. It's so important that they do this work carefully.
- I** Right. So what skills do you expect a CFO to have? What should a CFO be able to do?
- LB** The best CFOs really understand the details of financial statements. They have to be able to put them together and they have to be able to analyse them. But they also have to see the 'big picture'. If they're too busy looking closely at the details, they may miss major problems. It's a tough job!
- I** What about communication skills. Are they important?
- LB** A good CFO must be able to explain business finance in a way that every executive can understand. Bad CFOs hide problems by using a lot of technical language. A really good accountant - and the best CFO - knows the company's books very well and is able to explain them clearly.
- I** Are there any other qualities that make a great CFO?
- LB** These days, a CFO needs to have a good understanding of IT. Amazingly, there are still a lot of finance professionals out there who don't really understand or use accounting software. In addition, CFOs need to know a lot about a company's secretarial affairs, they need to have some understanding of corporate law and also of insurance. A good knowledge of property - finance, leases and so on - is also very important.
- I** What personal qualities make a CFO a good leader?
- LB** Well, a sense of humour is very important. Understanding people and how to manage them is also very, very helpful. But it's even more important for a CFO to be a hard worker. When problems arise, a CFO usually can't do the job in a forty-hour week. In a crisis, everyone has to work together and the CFO is the one who has to keep the money coming into the business and going out of the business in the right way at exactly the right time. They have to follow foreign exchange, deal with bankers, collect debts and so on. This may mean cancelling a family holiday, and that's not easy.
- I** Any other comments?

PHOTOCOPIABLE © 2011 Pearson Longman ELT

LB CFOs may not look like ‘corporate superheroes’ but no business can really succeed without the work of a great CFO.