

## Progress test 4 (Units 10–12)

---

### LISTENING

**A** Listen to Ingrid Watson, a sales representative, describe her company's new product, the TIK-99. Choose the best word or phrase – a, b or c – to complete the sentences.

Track 6

- 1 Ingrid says that the TIK-99 is \_\_\_\_\_ .
- a) healthy                      b) nice-looking                      c) comfortable
- 2 The TIK-99 looks like \_\_\_\_\_ .
- a) a mobile phone                      b) an MP3 player                      c) a watch
- 3 The case and band are \_\_\_\_\_ .
- a) one colour                      b) two colours                      c) three colours
- 4 You can control the TIK-99 \_\_\_\_\_ .
- a) by speaking                      b) using the navigation window  
c) over the Internet
- 5 Ingrid *doesn't* say that the watch works as a \_\_\_\_\_ .
- a) web browser                      b) phone                      c) voice recorder

**B** Listen to the presentation again and complete the product description.

Track 7

- Length:                      (6) \_\_\_\_\_ mm
- Width:                      (7) \_\_\_\_\_ mm
- Thickness:                      (8) \_\_\_\_\_ mm
- Weight:                      (9) \_\_\_\_\_ grams
- Phone talk time:                      (10) \_\_\_\_\_ hrs
- Music playback time:                      (11) \_\_\_\_\_ hrs
- Memory:                      (12) \_\_\_\_\_ gigabytes

## VOCABULARY

### A Choose the best words to complete the e-mail.

To: Allen

Subject: Yesterday's meeting

Dear Allen,

I'm writing to apologise (13)(to / for) losing my temper at the meeting yesterday. I know we don't agree (14)(for / on) a lot of important decisions at the moment. It can be very difficult to talk (15)(about / to) them without arguing (16)(with / for) each other. At the next meeting, I'm going to report (17)(to / on) the progress we've made so far. At that time, I hope we can have a constructive discussion.

With apologies again,

Orlando

### B Complete the chart.

noun	adjective	opposite adjective
creativity	creative	uncreative
emotion	(18)_____	unemotional
enthusiasm	enthusiastic	(19)_____
(20)_____	flexible	inflexible
formality	(21)_____	informal
patience	patient	(22)_____

**C Complete the sentences with words from the box.**

lasting	made	performance	selling	wearing
---------	------	-------------	---------	---------

- 23 Nike makes high-\_\_\_\_\_ clothing for athletes.
- 24 Major appliances like cookers and fridges should be long-\_\_\_\_\_ if they are well cared for.
- 25 Dickies makes hard-\_\_\_\_\_ work boots for the construction industry.
- 26 Consumers appreciate well-\_\_\_\_\_ fashion products such as Hermès handbags.
- 27 Lavazza is a best-\_\_\_\_\_ brand of coffee all over the world.

**LANGUAGE****A Read the conversation. Then write sentences to report what each person said.**

Ms Watanabe I need more time for answering e-mails.

Mr George I've had the same problem recently.

Mrs Simmons I've been doing e-mailing in the evening after work.

Mr Alexi E-mailing is going to be the biggest problem in my new job.

Ms Jurgensen You should reduce the number of e-mails you send.

- 28 \_\_\_\_\_
- 29 \_\_\_\_\_
- 30 \_\_\_\_\_
- 31 \_\_\_\_\_
- 32 \_\_\_\_\_

**B Complete the text with the correct passive form of the verbs in brackets.**

The first Starbucks (33)\_\_\_\_\_ (open) in Seattle, USA in 1971. The business (34)\_\_\_\_\_ (start) by three friends who wanted to sell high-quality coffee. At first, they didn't sell coffee drinks, just coffee beans. The business (35)\_\_\_\_\_ (run) by the three men until 1987, when it (36)\_\_\_\_\_ (sell) to the owner of the Il Giornale café chain. The new owner rebranded Il Giornale as Starbucks and, by 1992, 165 Starbucks outlets (37)\_\_\_\_\_ (open) in the US and Canada. Today, there are more than 16,000 Starbucks outlets in more than 50 countries.

**C Match the sentence beginnings (38–42) with the endings (a–e).**

- 38 If you listened more carefully,  
39 If you listen carefully,  
40 If you arrived early,  
41 If you arrive early,  
42 If you give us a unit price of €36,
- a) you wouldn't have to worry about finding a parking space.  
b) you'd be a better manager.  
c) we'll place the order right now.  
d) you'll hear how quiet the new model is.  
e) you'll be able to get a good seat for the presentation.

## READING

Read the article.

## Lack of management skills starts to bite

By Brian Groom, Business and Employment Editor

<sup>1</sup> Britain has long had a reputation for poor management skills, whether because of lack of training or individual aspiration. It's generally accepted that 'UK managers do not perform as well as their counterparts in other leading economies,' said David Pardey of the Institute of Leadership and Management.

<sup>2</sup> Research by the Chartered Management Institute in 2004 found that British employers spent on average just €1,625 (£1,430) a year on developing each manager, against €4,438 in Germany, €3,387 in Denmark and €2,674 in France. Only a fifth of UK business leaders have any management qualification, the CMI says.

<sup>3</sup> Now employers confront a dual problem: how to raise the quality of leadership while they face a potential shortage of skilled managers. The trend towards longer working lives may help, while slow economic growth could suppress some of the forecast demand. But employers need new strategies.

<sup>4</sup> Large companies, with bigger resources, may find it easier than smaller ones. 'We aim to fill at least 70 per cent of positions internally, but if you are growing you can't always fill all management positions

in that way,' said Irene Cowden, human resources director at G4S, the security contractor. 'If you have to look outside, finding the right people is always quite difficult.' G4S has stepped up investment in 'talent pools' made up of the strongest candidates for promotion at different levels of the business. In the most senior pool, 25 people thought capable of competing for the top posts are brought together twice a year and given strategic tasks.

<sup>5</sup> Mr Pardey said companies needed to 'start early and think ahead. You can't leave it until the problem emerges and then start looking around for who's available'. There could be an opportunity to improve the average quality because more younger workers were educated to degree level, he said.

<sup>6</sup> Britain's problems include a tendency to promote people with technical skills but who lack people skills, and failing to give management training until people have been in a job for years. Mr Pardey said it would be better to train people in advance of promotion, in the way the army prepares corporals to be sergeants and lieutenants to be captains. He said that faced by a shortage of management skills, some companies would probably try to make do with fewer managers. However, that could be risky unless

there was an effort to raise the skills of those who remained.

<sup>7</sup> 'A lot of the things managers do are being spread more widely around organisations,' said Jonathan Gosling, director of the centre for leadership studies at Exeter University. 'Distinctions between management and everyone else are blurring.' Nigel Parslow, UK managing director of executive recruitment group Harvey Nash, said manufacturing was particularly vulnerable because it already faced a shortage of engineers. In financial services, demand has grown for managers in areas such as risk, compliance and wealth management.

<sup>8</sup> Sarah Thwaites, deputy chief executive of the Financial Skills Partnership, the sector skills council, said efforts were being made to attract talented young people into the sector through work experience and apprenticeships. Across the economy, however, there was a shortage of 'people that are going to take something and run with it', said Kai Peters, chief executive of Ashridge Business School. 'People are trained very well at the task-oriented, subject-specific aspects of business. What they are not good at is leaving all that behind and acting as a catalyst for others.'



**A Now decide if the statements are true or false.**

- 43 UK companies spend more on management training than companies in other European countries.
- 44 Most UK companies aren't even trying to find good managers. They just don't think about it.
- 45 One problem in Britain is that people become managers because they have technical skills, not because they have people skills.
- 46 Some British companies are trying to get a few good managers to do all of the management work, but this isn't very effective.
- 47 According to one expert, manufacturing hasn't been badly affected, because engineers generally make good managers.
- 48 At the moment, the UK economy needs more managers who can think for themselves and lead the way.

**B Match each main idea with a paragraph number in the article.**

- 49 Companies need to improve their leadership but it's difficult because they have few skilled managers.
- 50 UK companies don't invest in management training and qualification.
- 51 Employing good managers requires planning.
- 52 Companies in the finance sector are working to attract and train young talent.
- 53 Generally, people around the world believe that the quality of management in Britain is low.
- 54 Smaller companies face a greater challenge than larger ones.

**SKILLS****A Match the sentences (55–59) with the responses (a–e).**

- 55 What do you usually do after work?  
56 Do you have any contacts in start-up finance?  
57 I'll be in touch soon.  
58 Would you like to join us this evening?  
59 I really enjoyed the meal.

- a) Good. We really like this restaurant.  
b) I often go out with my colleagues.  
c) I'd like to take it easy, if you don't mind.  
d) Goodbye. All the best.  
e) I could make some enquiries for you.

**B Complete the conversation with the phrases (a–e).**

- a) I've always met  
b) Let's look at this  
c) Well, I know  
d) Why don't we come back to  
e) I believe I should be

Alicia I've got an excellent sales record. (60)\_\_\_\_\_ paid more.

Beatta (61)\_\_\_\_\_ that later?

Alicia (62)\_\_\_\_\_ my sales targets.

Beatta (63)\_\_\_\_\_ what you mean but it's been a tough year for the business.  
We haven't given anyone a pay increase.

Alicia (64)\_\_\_\_\_ another way. If you don't increase my pay, I'll quit.

Beatta I'd like to make a suggestion ...

Name \_\_\_\_\_

Class \_\_\_\_\_

**C Put the words in the correct order to make sentences.**

65 product I'm new our tell going about to you .

\_\_\_\_\_

66 75 weighs grams It approximately .

\_\_\_\_\_

67 travelling It's who for like people .

\_\_\_\_\_

68 for value great money It's .

\_\_\_\_\_

69 the professional It look makes user .

\_\_\_\_\_

70 to a Would ask anyone question like ?

\_\_\_\_\_



## WRITING

Your company is a chain of retail shops. You sell high-quality cases for electronic devices. You have been contacted by Case Studies, a manufacturer of luxury mobile phone cases. Read the notes. Then write a report (140–160 words) for your board of directors. Use the format.

### Case Studies – their proposal

- *Luxury mobile phone cases*
- *Possibility of exclusive distribution?*
- *Offering relatively low discount but popularity of their cases would mean high sales volume*

### Case Studies – other info

- *Have been in business for 25 years – cases very successful with businesspeople*
- *New leather cases for smartphones very fashionable and popular*
- *Market research = big interest in these products in our markets*

*CS's high-quality = good fit in our product range*

*Next step: Arrange meeting*

### Executive summary

*We have been contacted by ...*

### Introduction

*This report will look at:*

- *the ...*
- *the advantages of working together ...*
- *recommendations for ...*

### Findings

*1 Case Studies have been ...*

*2 Their new leather ...*

*3 Market research shows ...*

### Conclusion

...

### Recommendation

...

## Audio script

---

### PROGRESS TEST 4

Track 6–7

Ingrid Good morning, everyone. I'm Ingrid Watson and I'm here to show you our latest product, the TIK-99. It's high-tech and it's attractive.

As you can see, the TIK-99 looks like a high-quality wristwatch with a fashionable black-and-silver case and band. But it does so much more than a wristwatch.

Let me tell you about its special features. It has a wireless Bluetooth headset and it's completely voice activated. You can use it to make phone calls, send and receive e-mails, browse the Internet and play music and videos. Oh, and it also tells the time! It's perfect for wearing everywhere you go.

A huge advantage of the TIK-99 is its small size. It's 35 millimetres long, 40 millimetres wide and only 6 millimetres thick. It weighs just 40 grams. But this compact device can give you high-quality sound, full-colour video and excellent text readability. And the long-lasting battery gives you more than 20 hours of talk time or 30 hours of music playback.

The TIK-99 is powered by a fast microprocessor and it comes with 64 gigabytes of memory. This means it's fast and reliable. It comes with a full range of apps: e-mail, calendar, address book and web browser. What's more, this amazing device is competitively priced at just \$399.

I'm sure you'll all want to try it for yourselves and, in a moment, I'm going to give you a chance to do that. But first, are there any questions?