

Exit test (General review)

LISTENING

A Listen to Claudia, Max and Paul talking about training. Complete the information.

Track 8

Training budget: (1) _____

First type of training suggested: (2) _____

Second type of training suggested: (3) _____

First possible schedule mentioned: (4) _____ intensive course

Second possible schedule mentioned: (5) _____ per week, over several weeks

B Listen to the conversation again. Decide if the sentences are true or false.

Track 9

- 6 Max argues in favour of management training.
- 7 Paul complains that the training budget is too small.
- 8 There isn't enough money for both types of training this year.
- 9 They decide that they will offer one type of training this year.
- 10 No one likes the idea of the Mondays-only schedule.

VOCABULARY

A Choose the best words to complete the text.

Tania has just graduated from university and she's about to start climbing the career (11)(path / ladder). Her degree is in accountancy. Last week, she had an interview for an entry-level accounting job in the (12)(head office / warehouse) of a multinational pharmaceuticals company. The company is a manufacturer and (13)(retailer / wholesaler), which means it sells its products to distributors who then sell them on to shops. The company has expanded quickly since its researchers (14)(made / met) a breakthrough and created an effective new treatment for cancer.

She's also had an interview with an advertising (15)(campaign / agency). That company is much smaller than the pharmaceutical giant and the job would have more responsibility for preparing (16)(budgets / deadlines) and managing company finances.

Tania always wanted to work in some kind of business environment but work-life (17)(quality / balance) is important to her. That's why she chose to study accountancy. Also, the (18)(unemployment rate / balance of trade) is high in her country, which means jobs are hard to find. An advisor at her university said that even in hard times, businesses need accountants.

B Complete the sentences with words from the box.

efficient	fashionable	flexible	formal	mineral	sympathetic
well-made					

- 19 When you're entertaining clients, it's important to go to a restaurant with _____ service – the kind of service that's so good, you don't really notice it.
- 20 A good manager needs to be _____, which means really being able to understand other people's feelings.
- 21 Good-quality clothes never go out of fashion. When you're in high-level negotiations, it's important to wear a _____ suit that fits you perfectly. Dressing for success will give you a feeling of power.
- 22 We always have several bottles of _____ water on the table at meetings.
- 23 Gregor has succeeded because he is _____. If there's a last-minute change in plans, he doesn't get upset, he 'goes with the flow'.
- 24 Our water bottles were popular with campers for years but they became _____ after a famous movie star was seen with one. Now we can't make them fast enough!
- 25 Our awards ceremony will be a _____ event but the party afterwards will be very relaxed.

LANGUAGE**A Choose the best option to complete the sentences.**

- 26 _____ you like a cup of coffee?
a) Can b) Could c) Would
- 27 You _____ attend the meeting but it would be a good idea if you did.
a) don't have to b) should c) mustn't
- 28 I _____ be late for this meeting. If I'm late, I'll lose my job.
a) don't need to b) should c) mustn't
- 29 Roman waited _____ the end of the meeting and then he announced the promotions.
a) when b) as soon as c) until
- 30 _____ we've reached our sales targets, we can relax a bit. But not before!
a) While b) When c) Until
- 31 _____ the South-east Asia sales results come in yet?
a) Are b) Have c) Is
- 32 How many people turned _____ at the presentation?
a) up b) down c) in

B Complete the texts using the correct form of the verbs in brackets.

Our latest model (33)_____ (launch) last month at the Berlin Motor Show. Right now, it (34)_____ (sell) well in all of our key markets. If sales (35)_____ (increase), we'll be in a very strong position to begin work on the next new model. That's what we expect. However, if sales (36)_____ (decrease), we would be in serious trouble.

I saw Roald yesterday. He said that sales in Scandinavia were very good. However, he also said we (37)_____ (need) to be very careful about delays in shipment. No one wants to order a new car and have it arrive six months later. So I (38)_____ (meet) the production manager next week to make sure we can avoid any problems.

Lena in Marketing (39)_____ (work) for the past three months on the print advertising campaign. I (40)_____ (see) some to the sample ads yesterday and they look great.

SKILLS**Match the sentences (41–50) with the responses (a–j).**

- 41 Could I speak to Raoul Gervasi, please?
- 42 We'd like to start the scheme next week.
- 43 How do you feel about Richard's suggestion?
- 44 How about asking Ms Ong to present the proposal?
- 45 Hamish, do you know Ali?
- 46 Could you repeat that, please?
- 47 Sorry to interrupt, but ...
- 48 What do you like to do in your spare time?
- 49 What if we agreed a five per cent increase now and a further five per cent in January?
- 50 Does anyone have any questions?
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- a) I think he's right.
- b) Who's calling, please?
- c) I'm sorry, we can't agree to that. We need more time.
- d) Sure. I said we made €16,000 last month.
- e) If you'll just let me finish ...
- f) Yes. What's the approximate weight of the new model?
- g) Well, I believe I should be paid more but I can accept that. We've got a deal.
- h) I watch a lot of football on TV. I play football, too.
- i) Yes. Hello. Good to see you again.
- j) I'm not sure that's a good idea. She's not very experienced.

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

- 51 According to the article, family-run businesses can expect more long-term success than ones that aren't owned and run by families.
- 52 Only a small percentage of UK firms are family-owned.
- 53 About one-sixth of the UK's GDP comes from family-owned businesses.
- 54 More than two-fifths of private-sector workers are employed by family-run businesses.
- 55 One family-run UK company has been in business for more than 335 years.
- 56 According to the article, there are far more disadvantages to family-run businesses than there are advantages.
- 57 One of the main challenges faced by family-run firms is the conflict between the needs of the family and the needs of the business.
- 58 Family-run businesses usually suffer because of the family's emotional commitment to the business.
- 59 Relatives are often given a job in a family business even when there are many more qualified people available to do the work.
- 50 Non-family workers in a family-run business are usually less committed than people who work in companies that are not family-run.

Family businesses: Ownership model has pros and cons, relatively speaking

By Rod Newing

The successful involvement of a family in a business gives it an advantage over other businesses. 'They typically outperform non-family owned firms over a long time,' says Ajay Bhalla, professor of global innovation at Cass Business School.

According to the Institute for Family Business (IFB), family firms comprise 65 per cent of the total 4.5m private sector enterprises in the UK. They have a turnover of more than £1,000bn (\$1,600bn) and account for more than 30 per cent of GDP and more than 40 per cent of private sector employment.

'Their turnover is double that of the private equity sector and they employ more people in the UK than all FTSE companies combined,' says Grant Gordon, the institute's director-general.

Successful family firms have found a way to balance the needs of the business, the owners and the dynamics of the family. One of the oldest is Momflake, a miller, which was founded

in 1675 and is currently managed by its fifteenth generation.

These firms have their advantages and disadvantages, which get more complex with each generation. They start with a strong entrepreneur as both owner and manager but after a few generations a complex network of family members become reliant on the business.

Some work as directors, staff and non-executive directors, while others work outside the company or are non-working shareholders. There are also trustees and non-family shareholders.

Successful family businesses need to establish a mechanism to balance the conflicting interests of these groups, covering areas such as business strategy, salaries and dividends. 'Finding that balance is often quite difficult,' says Melvyn Carter, a partner with Carter Backer Winter, an accountancy firm. 'I estimate that only 20 per cent truly achieve it.' He added that plenty of others survive and earn some profit for the owners.

Henley Business School finds the main advantages are emotional

commitment to the business; closely connected ownership and management; and a long-term view. According to Abby Ghobadian, professor of organisational performance, it is difficult for firms with an alternative ownership structure to have these advantages.

One of the most difficult issues concerns employing family members. Family directors have the natural desire to give relatives a chance in the business, even if people outside the family have more experience or better qualifications. The IFB's Mr Gordon says the best family businesses are good at balancing the short, medium and long term.

According to Mr Gordon, the owners put the business first and are careful about what they take out. He adds that the family also make the business more personal. This often means that non-family people in the business have a stronger sense of loyalty and commitment, which unleashes their energy and capabilities.



WRITING

Your manager at work has asked if you can recommend your English course to other employees. Write an informal report (140–160 words) describing the English course you have just completed.

Include this information:

- number and length of lessons
- number of people in the group
- course book topics
- exercises and activities.

Say what you enjoyed most about the course and what you found useful.

SPEAKING

You will have a ten-minute speaking test. You will have five minutes to prepare.

Your company is considering replacing their current, simple employee ID cards with 'smart' ID cards. Look at the information in the chart about two types of card. Be ready to describe each type of card and to answer the examiner's questions. Say which one you would prefer and why.

	Standard employee ID card	'Smart' employee ID card
Use	show to security guard when signing in and out of building	<ul style="list-style-type: none"> • electronically sign into work (no check by security guard is necessary) • open electronic locks on doors throughout the building • use as 'electronic cash' in the company shop
Made of	light cardboard in plastic case	plastic with a computer chip inside
Features	employee photo and ID number on the front	<ul style="list-style-type: none"> • employee photo on the front • 'electronic cash' in chip
Cost to company	€1.25 per card	<ul style="list-style-type: none"> • €18 per card • €1,750 for computer software card management system • €3,700 for new electronic locks on all doors

Audio script

EXIT TEST

Track 8–9

- Claudia Max, Paul, hello. Can we start, please? OK, the main aim of this meeting is to talk about training. We don't have a big training budget – it's about €11,000 for the whole year. We want to make good use of it. Max, what do you think?
- Max I'm in favour of sales training. The sales team is doing well but I'm sure we could improve our performance. There are some very good courses available.
- Paul I don't know about that, Max. I feel management training would benefit the whole company.
- Max Well, Paul, you're a manager ...
- Paul And I want to be the best manager I can be. I'm sure we all have something to learn.
- Max Perhaps we should consider sales training and management training.
- Claudia I'm not sure that's a good idea. €11,000 will cover one good course for one team but it's probably not enough for two full courses.
- Paul I think I agree with you. I'm in favour of running one course and doing it really well.
- Claudia Right. So we need to choose one or the other, at least for this year.
- Max Exactly. We could have one course this year and one course next year.
- Paul I'd like to make a suggestion. Why don't we do management training this year and sales training next year?
- Max Of course another possibility is doing sales training this year and management training next year.
- Claudia OK, let's summarise. We're going to plan both sales training and management training. We need to decide which we do first. Why don't we come back to that later?
- Max OK.
- Paul Fine.

- Claudia The next thing to discuss is timing. In the past we've had one-week intensive training courses but last year it was suggested that we could do one-day sessions over several weeks.
- Max Sorry, I don't quite understand.
- Claudia Last year, we had a course that ran every day, Monday to Friday, for one week. So people had to miss work for a week. Next time, we could have a course on Mondays only. Five Mondays in a row.
- Max Oh, OK. I'm in favour of that.
- Paul Yes, I think I agree with you. It's easier to plan.
- Claudia I completely agree. So that's it, then. We'll have one training day every week for five weeks. Now, let's move on to ...