

Progress test 2 (Units 4–6)

LISTENING

Track 4

A Listen to an employee appraisal interview. Match the sentence halves (1–5) to (a–e).

- | | | | |
|---|---|----|--------------------------|
| 1 | When he took the job, Ahmed liked | a) | a hard-working boss. |
| 2 | When Ahmed started work, he didn't have | b) | the financial incentive. |
| 3 | Ahmed says he has | c) | the world economy. |
| 4 | Ahmed's main motivation now is | d) | the important job title. |
| 5 | Ahmed's only worry is | e) | enough time off. |

Track 5

B Listen to another employee appraisal interview. Match the sentence halves (6–10) to (f–j).

- | | | | |
|----|-----------------------------------|----|----------------------------|
| 6 | Howard feels that the company is | f) | Howard's job satisfaction. |
| 7 | Howard likes | g) | contact with people. |
| 8 | Howard says no one notices | h) | working from home. |
| 9 | Sara wants to increase | i) | a big machine. |
| 10 | Howard suggests that he might try | j) | his contribution. |

READING

A Read the article.

Ask the experts: Be clear what you stand for

Rita Clifton, UK chairman of Interbrand, the branding consultancy:

5 “If you are to have a sustainable business, you need to think brand first and product second. If you don’t have your unique angle indelibly attached to your products, your growth is going to be capped and you will eventually hit a product brick wall.

10 “The first and most important thing is that you have got to be clear about what you stand for and what makes you different. It is not just about defining yourself against the competition you might have today. You have to look forward.

15 “Kodak, for example, got obsessed with all its traditional competition. The business didn’t think fast enough about what was coming down the line. That is a very big ask for small

25 businesses but you have to have absolute clarity. So the second important element is clarity. If you have a brand that is all about reliability, it is no good at all if you fail to return calls or send scruffy people to clients.

30 “Thirdly, you cannot stand still. Innocent, another good example, was originally about smoothies but they are very restless. They are always looking further out to how they can bring healthy unadulterated food to people.”

David Molian, director of the Business Growth and Development Programme at Cranfield School of Management:

40 “There is certainly something about understanding what it is you are fundamentally good at and therefore are able to replicate. That is not to say

45 that a great business will only be good at one thing. Entrepreneurs can expand their capabilities, but there is something in this core area of competence that they stick to, which provides them with that winning formula.

50 “Sir Richard Branson, for instance, started off by being hugely successful in the music industry, then being successful in the airline business. The expansion of the Virgin brand into other areas, however, has been because of his ability to act as a mini-venture capitalist, picking the right sectors and the right people to back, where there is an opportunity to leverage the Virgin brand.”



B Now decide if the statements about the article on page 14 are true (t) or false (f).

- 11 According to Rita Clifton, the product is more important than the brand.
- 12 Clifton says a product won’t have long-term success if it isn’t unique.
- 13 Kodak was successful because it looked to the future.
- 14 Innocent has succeeded because it hasn’t stood still.
- 15 David Molian says that successful businesses must understand what they are good at.
- 16 Molian believes that great businesses are good at only one thing.
- 17 Most entrepreneurs succeed when they go beyond their core competence.
- 18 Richard Branson succeeded because he managed his brand well.

C Read the article below. Choose the words and phrases (a–g) to complete the text.

- a) a problem
- b) a risk-averse market
- c) solutions to their problems
- d) the answers
- e) the competition
- f) the emotional reason
- g) the value

Ask the experts: Ask questions and listen to answers

Mark Savinson, founder and managing director of Accredid, which helps companies measure and evaluate the effectiveness of their sales teams:

5 “Selling is a process of identifying someone with¹⁹, confirming that they will spend money to address the problem, convincing
10 them you can address the problem better than²⁰, and asking for the order.

15 “This is no different in²¹ or in a boom market. What is different is whether you have to sell (the reality of a risk-averse market) or if you only had to

have a product in the market and the buyer does the rest themselves.

20 “Remember, people like to buy, they do not like being sold to. Successful sales people and organisations recognise this and focus on getting the customer to realise they
25 have an issue that can be addressed and²² of addressing this issue is X. They then work with the customer to translate the identified value into reasons to buy.

30 “Finally, never forget that our customers are emotional human beings. Getting underneath²³ for wanting to solve a problem is key to winning business.

35 In difficult times, people do not necessarily want to buy a product – they want to buy²⁴, to put their mind at rest and to reduce dissatisfaction.

40 “We need to focus on the problems that keep our customers awake at night. We have to ask questions (and listen to²⁵) to uncover the core issues. Finding these
45 hot buttons will make us successful.”



LANGUAGE

A Choose the correct verb tense for 26–30.

Mobiles ring the changes in stores

JC Penney, the mid-price US department store chain,²⁶ (is cutting / cut) back somewhat on expenses last year, as its core middle-class shoppers were hit by the recession. But it did not stop spending on everything.

“We invested heavily in our digital initiatives,” Mike Ullman, chief executive,²⁷ (told / had told) investors recently. “During the downturn, under the covers, there was a lot of heavy investment in building muscle to make sure we got a headstart in this.”

JC Penney, with more than 1,000 stores, is at the leading edge of digital retailing. In February, for example, it held its monthly board meeting at Facebook’s headquarters in California, where its board members were given a crash course in the potential of social networking.

The competition is only slightly behind JC Penny. Target, the US discount retailer,²⁸ (prepares / is preparing) to launch an entirely independent digital platform, ending its dependence on Amazon, the online marketplace which currently²⁹ (runs / ran) its website. Work on a new global e-commerce platform has been accelerated by Walmart, the world’s largest retailer. Gap, the clothing retailer, is preparing to launch e-commerce businesses in western Europe, Canada and China.

“.....³⁰ (I’ve never seen / I never saw) a time like this in retail,” says Andy Murray, head of Saatchi & Saatchi X, the in-store marketing agency that works with customers including Walmart and Procter & Gamble. “I think mobile is changing everything in retail.”

Much of the initial attention has been focused on retailers embracing new digital marketing techniques aimed at mobile users, such as sending text messages, and using digital money-off coupons, and on steps to make their existing websites function on mobile browsers. But retailers are also facing a world that has been changed by the fact that shoppers will now increasingly be online, via their phones, even as they visit a physical store. They will expect a unified shopping experience.



B Find five examples of passive verbs in the text.

31

32

33

34

35

C Find adverbs in the text with the following meanings.

36 more than a little

37 a lot

38 a small amount

39 completely

40 more and more

SKILLS

A Complete the conversation with the appropriate phrase (a–j).

- a) I don't want to repeat myself but
- b) Hold on now
- c) I want to ask a question.
- d) if you give us \$2,500 next week
- e) providing you can
- f) So what you're saying is
- g) Are you saying
- h) I'd like to make a suggestion.
- i) I'm sorry to say
- j) how do you feel

Dean: We agreed a budget of \$15,000.

Alan: Right. But we've had some unexpected costs.

Dean:⁴¹ that you need more than that.

Alan: Yes,⁴² I've been saying for the last six months that we simply don't have any more money for this.

Alan:⁴³ that you don't have the money, or that you don't want to spend it?

Dean:⁴⁴ I think we should leave this point and come back to it later.

Alan:⁴⁵, don't you think we need to sort this out before we talk about anything else?

Dean: Bianca,⁴⁶ about this?

Bianca: Well,⁴⁷, I agree with Alan on this one. We need to talk through it.

Alan: Thanks, Bianca. Dean,⁴⁸ we can deliver the machines, and we'll give your employees training on them. That wasn't part of the original agreement, but we can do that.

Dean:⁴⁹ What date are you offering to do the installation?

Alan: We can agree to installation on 12 August,⁵⁰ give us the extra money.

B Match Beatrice's sentences (a–e) to Carlos's sentences to complete the conversation.

- a) I was wondering if you'd be interested in talking with us about a job.

- b) I wonder if we could talk about it? ADG are offering a top salary with very good benefits, and they give staff a substantial bonus – well above the industry average. Could we get together?
- c) Hello Mr Ortega. My name's Beatrice Lumb. I work for R&S, the executive recruitment agency. I was given your name by Kim Mason.
- d) OK, I quite understand.
- e) Kim thought you might consider looking at a position that's become vacant at ADG Logistics.

Carlos: Carlos Ortega speaking.

Beatrice: 51

Carlos: Oh, hello. What can I do for you?

Beatrice: 52

Carlos: Oh, yes?

Beatrice: 53

Carlos: I'm flattered that you've called, but I'm very happy in my job.

Beatrice: 54

Carlos: I'm afraid there's no point in us meeting. I'm completely happy where I am now.

Beatrice: 55

VOCABULARY

A Match the prefixes (56–60) to the words (a–e).

- 56 em
- 57 under
- 58 dis
- 59 de
- 60 bi

- a) perform
- b) regulate
- c) lateral
- d) loyal
- e) power

B Choose the correct word from Exercise A to complete the sentences.

- 61 It was of John to tell our competitors about the new product launch.
- 62 The government is going to the sector in the near future.
We don't need someone who's going to the way Leon did. We need someone who can sell!
The two countries agreed to work hard to improve relations.
- 65 If you employees – give them real control over their work - that increases productivity.

WRITING

You represent a firm of venture capitalists. You have investigated three new businesses that are all seeking venture capital funding. You should recommend the one that is the least risky and offers the best prospects for a good return on your investment.

Using the notes below, write a memo of 200–250 words to the new business funding committee. Give a brief assessment of each business and end with your recommendation.

404G4

A group of young computer professionals have devised a new computer game and want to market it.

Game is fun and creative. The group has lots of other ideas.

Will be difficult to enter this market – highly competitive.

PoshRide

An existing company – offers luxury chauffeur-driven car hire to companies.

Two partners – committed and ambitious. Strong customer base established.

They want to expand – open regional offices. Expansion often difficult but prospects good if managed well.

Partners have demonstrated good business skills.

I-rec

Electronics engineer invented a security device based on eye recognition – seeks funding to manufacture and market it.

Invention is effective – should have a good market.

Not yet patented.

Inventor has no business experience.

Progress test 2 Answer key

LISTENING (10 MARKS)

- 1 d
- 2 e
- 3 a
- 4 b
- 5 c
- 6 i
- 7 g
- 8 j
- 9 f
- 10 h

READING (15 MARKS)

- 11 F
- 12 T
- 13 F
- 14 T
- 15 T
- 16 F
- 17 F
- 18 T
- 19 a
- 20 e
- 21 b
- 22 g
- 23 f
- 24 c
- 25 d

LANGUAGE (15 MARKS)

- 26 cut
 - 27 told
 - 28 is preparing
 - 29 runs
 - 30 I've never seen
- (Answers to 31–35 may appear in any order)
- 31 were hit by
 - 32 were given
 - 33 has been accelerated
 - 34 has been focused on
 - 35 has been changed
 - 36 somewhat
 - 37 heavily
 - 38 slightly
 - 39 entirely
 - 40 increasingly

SKILLS (15 MARKS)

- 41 f
- 42 a
- 43 g
- 44 h
- 45 b
- 46 j
- 47 i
- 48 d
- 49 c
- 50 e
- 51 c
- 52 a
- 53 e
- 54 b
- 55 d

VOCABULARY (10 MARKS)

- 56 e
- 57 a
- 58 d
- 59 b
- 60 c
- 61 disloyal
- 62 deregulate
- 63 underperform
- 64 bilateral
- 65 empower

WRITING (15 MARKS)

See examiner's guidelines

MODEL ANSWER TO WRITING TASK

Memo

To: New business funding committee

From : (name)

I have investigated three new businesses that are seeking venture capital funding and this is my assessment of each business.

404G4 is a computer game developed by a group of young computer professionals. The game is creative and fun and the group seem to have a lot of other ideas. However, this is a highly competitive market and it will be difficult for them to enter. This would also be a high risk investment for us.

PoshRide is an existing company that offers chauffeur-driven luxury car hire to companies. The two partners are very committed and ambitious and have already established a strong customer base. They now want to expand by opening regional offices. Expansion can be difficult but prospects for growth are good if they manage it well. Their success so far demonstrates good business skills.

I-rec us a security device based on eye recognition. It is the invention of an electronics engineer who wants to manufacture and market it to companies. It should have a good market if developed in the right way. However, the inventor has not yet patented the device, and also lacks business experience. For these reasons, I feel that this venture would be too risky for us at this time.

Conclusion

My conclusion is that the venture which offers us the least risk and the best prospects of a good return is PoshRide. I therefore recommend that we invest funds in this business.

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PEARSON

ALWAYS LEARNING

PROGRESS TEST 2

Track 4 (S = Sara, A = Ahmed)

- S You've been here for six months. How are you getting on, Ahmed?
- A Well, honestly, the first few weeks I really wondered if I'd made the right decision taking the job.
- S Really? Tell me about that.
- A Well, at first I liked the important job title – sales manager – but I never had any time off. I had to work all the time – including weekends – to get the job done.
- S Yes, we noticed that. But it got better, didn't it?
- A That's right. I have very supporting colleagues and a hard-working boss ...
- S Heh, heh ...
- A ... well, it's true ... and now I really, really enjoy coming to work.
- S OK, you put in the hard work to learn the job, what keeps you interested in it now?
- A Well, I'm in sales, right, and like a lot of sales managers, my main motivation is the financial incentive. Being in sales means that I can increase my salary because of my efforts – the more my team sell, the more I can earn.
- S And we've all seen the result of your efforts, Ahmed. Like you, we were worried at first. But we know you're the right man for the job because the sales figures tell us that. Do you have any concerns? Is anything bothering you?
- A The only thing that worries me right now is the global economy. Business for us is good but everything's a bit unstable at the moment – I don't think anyone's really safe.
- S You're right about that but of course ...

Track 5 (S = Sara, H = Howard)

S Howard, you've been doing well enough, but you seem a little low on energy. Is everything OK?

H I guess I'm feeling like a small part of a very big machine.

S Tell me more about that.

H Working in HR, I like the contact with people and I like the problem-solving but someone saying 'well done' now and again would be nice. When sales are up, the sales team have a party and no one remembers or thinks about my contribution.

S I have to say that I see what you mean. It's the nature of the job you do. But I wonder if we could find a way to make it more satisfying for you.

H OK ...

S You're not going to get the same glory that the sales team get but what do you really value? What could we change to make life better?

H Funny you should ask that, Sara. I've been thinking that I'd like to work from home some of the time, maybe a day a week, but the way meetings are scheduled, I think it would be tough. And I think the company is keen on people being in the office.

S Well, that's been true in the past, certainly, but basically we like your work, Howard. You're a valuable member of the team and we want to keep you feeling fresh and energised.

H The main thing for me is flexibility and I guess freedom ...