

## Progress test 3 (Units 7–9)

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### LISTENING

#### Track 6

**A Listen to a presentation by Lydia Jones, a cabin crew trainer at A–Z Airlines. Choose the best answer, a, b or c, for each question.**

- 1 What is the topic of Lydia's presentation?
  - a) the company's benefits package
  - b) on-the-job teamwork
  - c) the basic training offered by the airline
  
- 2 Who is she speaking to?
  - a) a group of new employees
  - b) the team responsible for training new employees
  - c) a group of experienced managers
  
- 3 How many key elements are there to teamwork?
  - a) three
  - b) four
  - c) five
  
- 4 What does Lydia say every team needs?
  - a) clear rules
  - b) well-defined roles for team members
  - c) a leader
  
- 5 Which skill does she say is important for a team leader?
  - a) to be authoritarian
  - b) to be ruthless when it's necessary
  - c) to be decisive
  
- 6 What does she say about knowledge and skills?
  - a) That the new employees already have some knowledge and skills.
  - b) That knowledge and skill can only be developed on the job.
  - c) That employees become fully trained in the first year of work.

- 7 What does she say about rules?
- a) The airline's rules are designed to stop bad or dangerous behaviour.
  - b) Everyone must follow the rules or they risk being sacked.
  - c) Rules create an efficient working environment.
- 8 Which of these benefits of having clear rules does she mention?
- a) Rules help reinforce the role of the team leader.
  - b) Following rules contributes to safety.
  - c) Rules help reduce serious communication problems.
- 9 What does she say about mistakes?
- a) The job of the team is to reduce mistakes.
  - b) Mistakes happen.
  - c) It's important for people to take responsibility for their mistakes.
- 10 What does Lydia say is important about relationships among team members?
- a) Open communication is essential.
  - b) A little friendly competition can be helpful.
  - c) The only practical way to do the job is to concentrate on your own work.

## READING

**A** Read the article and identify the paragraph (i–vii) in which you can find information about the following:

- 11 What Mike Lynch said about the state of the UK economy.
- 12 What business and enterprise minister Mark Prisk says about the economy.
- 13 A comparison of venture capital funds in 2008 and 2009.
- 14 How politicians will react to the Nesta report.
- 15 What venture capitalists did in 2009.
- 16 What Nesta believes about the future and what investors should do now.
- 17 What the National Endowment for Science, Technology and the Arts has recently said about the venture capital industry.

### Venture capital hit by ‘slump’ in funding

i) The venture capital industry has ‘slumped’ after the credit crunch, according to the National Endowment for Science, Technology and the Arts. Investment in start-ups specialising in new technology has fallen 40 per cent in value over two years. Fundraising by venture capital companies has dropped 50 per cent to levels below those following the 2000 dotcom crash.

ii) The report from Nesta, an independent body funded by a Lottery endowment, will make discouraging reading for politicians hoping that innovation will help stimulate economic recovery. The reduction in access to funding means that fewer technology companies are likely to bring lucrative new products to market. The UK fell behind France in venture capital investment last year, reflecting weaker tax incentives.

iii) Mike Lynch, chairman of Nesta’s investment committee and founder of Autonomy, a quoted software business valued at £4.4bn, said the debilitated state of UK venture capital was partly cyclical but added: ‘There is a structural change that is more worrying. Venture capital firms that would have been happy investing £1m–£2m in a start-up have shifted to backing £100m private equity deals.’ Mr Lynch said Apax, an early backer of

Autonomy, “doesn’t do that sort of deal any more”. The Nesta chairman said venture-backed businesses were the feedstock from which big, successful technology companies grew. “It is hard to know how the economy will do well without a significant number of know-how-based companies in the FTSE 100.” He added that only two FTSE 100 companies – Autonomy and chip designer Arm – currently met those criteria and “we need another five or six”.

iv) During 2009, venture capitalists invested just £677m in UK start-ups, a 27 per cent decline and the smallest amount for a decade. The number of investments fell 17 per cent to 266. New companies had the worst difficulties finding capital. ‘Early-stage funding’, as investment for these fragile fledglings is called, dropped 53 per cent by value.

v) Mark Prisk, business and enterprise minister, said on Wednesday: “The government recognises the importance of high-growth, innovative companies to the UK economy and the problems they can encounter accessing venture capital. That’s why in last month’s Budget we announced a new Enterprise Capital Fund to target innovative start-ups and a Growth Capital Fund to invest in small businesses needing venture finance to grow.”

vi) Only 11 venture capital funds were able to raise capital in 2009 compared with 22 in 2008. Investors provided £574m, 64 per cent less than the year before. Institutions have been discouraged from investing in venture capital by its high risks and low returns. The collapse of dotcom investments earlier in the decade triggered heavy losses. Returns have been better over a 10-year period, with 54 per cent of UK exits recovering one to five times investors’ outlays, compared with 27 per cent that failed to break even.

vii) Nesta, which is a significant venture investor, is optimistic about the future. The company believes we have reached the low point in venture capital’s fortunes and that growth will soon return. As the economy recovers, exits through flotations and trade sales should increase, allowing companies to recycle profits into new investments and attract new institutional backers. Mr Lynch said: “This is the best time to invest because you can get in at a good price. In contrast, at the top of the cycle the number of good companies is the same but a lot more money is chasing them.”



**B** Now decide if these statements are true (t) or false (f).

- 18 Venture capital companies are raising more money now than they were after the 2000 dotcom crash.

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- 19 Technology companies will find it more difficult to raise finance.
- 20 Mike Lynch started the company called Autonomy.
- 21 Lynch says that venture capital firms now avoid £100m deals and prefer much smaller ones.
- 22 In 2009, there were only 17 investments in UK start-ups.
- 23 The government doesn't think start-ups are very important to the UK economy.
- 24 In 2008, investors put up more than £1bn in capital.
- 25 Mike Lynch thinks investors should wait until the economy improves before investing.

## LANGUAGE

**A** Read the text below Say what the numbered words (26–30) refer to.

26 .....

27 .....

28 .....

29 .....

30 .....

# Ralph Schlosstein

Ralph Schlosstein, chief executive of Evercore, the independent advisory firm, is not a man who has spent much time talking about himself. He's more  
5 accustomed to being a supporting player than taking the leading role. As a co-founder of BlackRock, now the world's largest money manager, he<sup>26</sup> played president to Larry Fink's chief  
10 executive for two decades until his departure in 2008. It<sup>27</sup> was clearly a role

he enjoyed. "As I<sup>28</sup> actually said at my goodbye dinner, there was not a single day where I sat there and thought, 'I  
15 wish you<sup>29</sup> weren't here and I wish I had the job'" he says. "First, we<sup>30</sup> had a great partnership and second, [Larry] does a phenomenal job as the chief executive of BlackRock."



**B** Write the most appropriate modal verb (positive or negative) in each gap. The meaning is given in brackets.

31 I ..... have taken the train but the last one had left, so I got a taxi. (If there had been a train ...)

32 You ..... have ordered more paper for the copier. I'd already ordered it. (It wasn't necessary.)

33 They ..... have left the office already. It's only 3 p.m. (It's impossible.)

34 There were only two people who could have written this note. It wasn't Axel, so it ..... have been Victoria. (It could only have been.)

35 You ..... have gone to the presentation on database management. It was great! (It was recommended.)

**C Complete the text with the prepositions in the box.**

about in of to to

<p>Kristjan Hiiemaa is co-founder .....<sup>36</sup> Erply, a software company in Estonia. Like a lot of entrepreneurs, he has great ideas but 5 lacks access .....<sup>37</sup> the money he needs to turn his dreams into reality. Hiiemaa has pitched his ideas .....<sup>38</sup> Saul Klein of Index Ventures, one of Europe's technology</p>	<p>10 venture capital firms. Klein is optimistic .....<sup>39</sup> Erply's future and plans to invest .....<sup>40</sup> the new business, in the hope of getting a big return in the future.</p>
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**VOCABULARY**

**A Match four of the five managers below with the team where they will be best suited.**

- Susan: creative, inspiring, diplomatic
- Matt: decisive, competent, responsible
- Benny: sociable, loyal, considerate, logical
- Stella: supportive, sociable, flexible
- Ian: organised, efficient, logical

41 We have some brilliant and creative people in our team but we're not always good at handling everyday routines. We need someone to remind us about what to do and when – someone who knows where everything is kept, and can suggest the best way to do things.

Person: .....

42 Ideally, our new team member should enjoy working with people and should get on well with others. He or she should be able to explain things clearly to customers. And – as our work is never routine – it is important to be able to adapt quickly to changing situations.

Person: .....

43 The ideal candidate must be able to deal with all kinds of difficult situations, and take control when something goes wrong. He or she must be able to keep a clear head and not get distracted when things happen fast. Because this person will manage a large team and a large budget, he or she must be sensible and able to make good judgements.

Person: .....

44 We need someone who can produce new and effective ideas and can give other people a feeling of excitement and a desire to do something great. This person also needs to deal politely and skilfully with our team of artists and designers without upsetting them.

Person: .....

**B Choose the correct word, a, b or c, to complete each sentence.**

45 The seminar starts at 10:00 but we're having a ..... breakfast at 8:30.

- a) pre-seminar    b) post-seminar    c) pro-seminar

46 We need to improve our training to ..... staff turnover.

- a) build            b) inspire            c) reduce

47 Everyone worked hard last year, but then in January everyone lost motivation. Let's think of a way to ..... everyone and increase sales again.

- a) demotivate    b) remotivate            c) hypermotivate

48 We'll finally be in the black next year, after we're repaid our .....

- a) grant            b) dividend            c) loan

49 When we began, we got our ..... capital from friends and family.

- a) credit            b) start-up            c) asset

50 We ..... on the loan when we missed our January payment.

- a) overpaid            b) defaulted            c) ripped off



## SKILLS

### A Match the halves of the sentences (51–) to (a–e) from a presentation.

- 51 The purpose of my talk today is to  
52 As I'm sure you're all  
53 However, the new offices  
54 Please  
55 The town centre location will

- a) aware, the move will mean we all have slightly less space.  
b) look at the slide, which shows a map of the area.  
c) give us easy access to some of our most important clients.  
d) explain our plans for moving to our new offices next month.  
e) have many outstanding features, including big windows with lots of natural light.

### B Complete these conversations with the phrases in the box.

Do you have look at Why do you	How do you think Let's see	I don't think My main concern	I know	I'm sorry One thing you could do	Let's
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#### Conversation 1

- Max: .....<sup>56</sup> is the working schedule. Why am I always working on Friday nights?  
Ann: .....<sup>57</sup> how you feel. It's not a very good time to work. It might be worth asking some of the other guys if they want to switch nights with you.  
Max: .....<sup>58</sup> that's the answer. No one wants to work on a Friday night!  
Ann: .....<sup>59</sup> we should deal with this, then?  
Max: .....<sup>60</sup> is put someone else on Friday nights!

#### Conversation 2

- Abdullah: .....<sup>61</sup> need a loan?  
Heinz: We need to hire two new software technicians so we can launch the product quickly.

Abdullah: .....<sup>62</sup> any other backers?

Heinz: Right now, no.

Abdullah: .....<sup>63</sup> this another way. What if we made it a share purchase instead of a loan?

Heinz: I don't know. We'd sell you 50,000 shares at \$2.00 a share. I know that's high, but ...

Abdullah: .....<sup>64</sup>, we can't go that high.

Heinz: OK, fine. But I still think we can work something out. ....<sup>65</sup> what we've got so far.

## WRITING

Read the first paragraph of a summary of a consultant's report below, and the notes underneath it. Then write the rest of the summary using the sub-headings and information given. You should write about 200–250 words.

# A comparative study of team work in Poland and Sweden

## Background

Company X (Swedish) and Company Y (Polish) are to set up a joint venture in which a team of software engineers from each company will work together to build a state-of-the-art heating system control unit. I've been asked to carry out a study into the working patterns of teams in each company.

## Purpose

Identify areas of difference > possible friction

Make recommendation (how to improve cooperation between teams?)

## Method

Two week study period: consultants followed teams, observed patterns of communication and decision-making

## Findings

Polish team:

- work as individuals
- engineers specialised
- meetings rare
- communication via e-mail or through team leader
- leader coordinates and directs

Swedish team:

- work as a group
- engineers more generalised
- meetings frequent
- brainstorm ideas together
- communication face-to-face
- decisions by consensus

## Conclusion

Very different! > serious problems possible > joint venture at risk

Important to establish common approach

## Progress test 3 Answer Key

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### LISTENING (10 MARKS)

- 1 b
- 2 a
- 3 b
- 4 c
- 5 c
- 6 a
- 7 c
- 8 b
- 9 b
- 10 a

### READING (15 MARKS)

- 11 iii
- 12 v
- 13 vi
- 14 ii
- 15 iv
- 16 vii
- 17 i
- 18 F
- 19 T
- 20 T
- 21 F
- 22 F
- 23 F
- 24 T
- 25 F

### LANGUAGE (15 MARKS)

- 26 Ralph Schlosstein
- 27 president (of BlackRock)
- 28 Ralph Schlosstein
- 29 Larry Fink
- 30 Ralph Schlosstein and Larry Fink
- 31 would
- 32 needn't
- 33 can't
- 34 must
- 35 should
- 36 of
- 37 to
- 38 to
- 39 about
- 40 in

## VOCABULARY (10 MARKS)

- 41 Ian
- 42 Stella
- 43 Matt
- 44 Susan
- 45 a
- 46 c
- 47 b
- 48 c
- 49 b
- 50 b

## SKILLS (15 MARKS)

- 51 d
- 52 a
- 53 e
- 54 b
- 55 c
- 56 My main concern
- 57 I know
- 58 I don't think
- 59 How do you think
- 60 One thing you could do
- 61 Why do you
- 62 Do you have
- 63 Let's look at
- 64 I'm sorry
- 65 Let's see

## WRITING (15 MARKS)

See examiner's guidelines

## MODEL ANSWER TO WRITING TASK

A comparative study of teamwork in Poland and Sweden

### **Background**

(As given)

### **Purpose**

The purpose of the study was to identify areas of difference which could lead to friction, and to make recommendations for facilitating better cooperation between the teams.

### **Method**

The study was conducted over a period of two weeks, during which time our consultants closely followed each team and made observations on patterns of communication and decision-making.

### **Findings**

It was observed that the Polish team work as individuals and each engineer is highly specialised. They rarely hold meetings but communicate mainly through the team leader, who coordinates and directs the work. Much of the communication is by e-mail.

The Swedish team, on the other hand, work as a group, hold frequent meetings and communicate face-to-face. Engineers are more generalised and ideas are created through brainstorming and cooperation. Decisions are reached by consensus within the team.

**Conclusions**

It is clear that the two teams have very different working patterns. This could lead to serious problems and the success of the joint venture could be at risk as a result. It will be important, therefore, to establish a common approach. We strongly recommend that, before the project starts up, the teams are brought together to discuss their differences and to agree on the ground rules for future cooperation. In addition, a programme of team-building activities could be set up to facilitate better cooperation between the teams.

## PROGRESS TEST 3

### Track 6

Hello, and welcome. My name's Lydia Jones. I'm in charge of training at A-Z Airlines. I'm very happy that all of you have joined our team. The purpose of my talk today is to explain A-Z Airlines' approach to teambuilding. I hope by the end of my presentation, you'll understand the importance of teamwork on the job. As I'm sure you're all aware, one of the most important professional skills cabin crew have is the ability to work as a team. There are four key elements to teamwork: leadership, knowledge and skills, working systems, and relationships.

First, leadership. Every team needs a leader. Especially when things are happening quickly, someone needs to be decisive and to organise work efficiently. This doesn't mean the leader is ruthless or authoritarian. A good leader is also a good listener, motivator, mediator and friend.

Moving on to the second element of teamwork ... this is what you bring to work with you every day: your knowledge and skills. You've all been hired to work at A-Z Airlines because you've shown that you already have some of the knowledge and skills that you'll need for the job. As you continue your training and all through your career, you'll continue to gain knowledge and skills that'll make you a better team member every time you come to work.

OK, now I'll talk about working systems. You could describe working systems as rules, but they aren't rules that stop you doing something, they're rules that allow you to work efficiently. Working in an airplane, we do certain jobs the same way every time. This means that everyone knows exactly how the job is done, and it also means that we're doing the job in the safest possible way.

Right, now turning to relationships. What does this mean? Well, teamwork in a way is all about relationships. What we all have to remember is that the team is there to do a job safely and efficiently. Everyone is trying their best. Sometimes people make mistakes. What we have to remember is that the job of the team is what we have to concentrate on. It's important to think about what you're doing but you also have to think about what the entire team is doing and you have to have constant, open communication with your team-mates. So that's what we mean by *relationships*. OK, does anyone have any questions so far?