

SKILLS

A Match each of the functions (a–j) to the most appropriate phrase (11–20) below.

- 11 At this stage, we want all your ideas, however crazy you think they are.
- 12 Could you give me some more details, please.
- 13 I was given your name by Albert Redding.
- 14 Are you saying you don't have that quantity in stock?
- 15 Let me give you an interesting statistic.
- 16 I don't think that would do us much good.
- 17 I really understand how you feel.
- 18 I'll have to get back to you on that one.
- 19 Would anyone like to ask any questions?
- 20 If you increase your order, we'll give you a bigger discount.

- a) checking understanding
- b) expressing dissatisfaction
- c) asking for further information
- d) bargaining
- e) playing for time
- f) asking for feedback
- g) encouraging contributions
- h) mentioning people you know
- i) exemplifying
- j) showing empathy

VOCABULARY

A Choose the best word to complete each sentence.

- 21 Bev is an excellent salesperson because she's very (persuasive / reserved).
- 22 The (product / customer) profile is a description of the type of person who we expect to use the product.
- 23 The fire at our distribution centre (disrupted / soured) our ability to fill customer orders.
- 24 One reason that the (brand / workforce) is so successful may be its world-famous logo.
- 25 Bob didn't want to leave the job, but he was satisfied with the generous (severance payment / remuneration) when he finally had to go.
- 26 You can't eliminate risk but you can (negligibly / significantly) reduce it in most cases.
- 27 The employees really respect Adrian because he's supportive, inspiring, and (irresponsible / considerate).
- 28 We're having cashflow problems because some of our (debtors / creditors) haven't paid the money they owe us.
- 29 The most successful customer service teams give (payments / refunds) to customers who are dissatisfied and want to return a product.
- 30 Roberts Logistics and Global Postal and Telecom have set up a (joint venture / takeover) to run a new business parcel courier and delivery service in northern Europe.

READING

A Read the two articles. Match each heading (a–j) with the correct section in the articles.

- a) No to make-up, yes to moisturiser and shaving
- b) Use an arrivals lounge
- c) Plan your schedule
- d) Pack efficiently
- e) Take the right technology
- f) Don't work on the plane
- g) Wear the right clothes
- h) Take time to readjust
- i) Fly business, drink water
- j) Keep fit

Business traveller: Long trips

A business trip of more than five days requires extra forethought and represents a bigger investment than a short stay. How do you ensure you don't come up short on your long trip?

.....³¹
Think through the time assigned to the trip and what you hope to achieve.

10 Get out your diary and plan. Alongside meetings that are fixed, you may find time to set up networking meetings – for instance, a lunch to get to know overseas colleagues and contacts
15 better.

.....³²
How often do you use various items? What is essential? “Many people now choose not to take laptops,” says Ms Robertson. “They find, if they are at a conference for a week, a smartphone combined with the hotel business centre is enough.” Use technology to stay in touch with the office, but resist the urge to micromanage.

.....³³
Investigate your destination for lighter eating choices and exercise options. Activity to offset a rich restaurant-food diet need not require a gym – a 30-minute walk in a suitable local park is enough.

.....³⁴
The hardened business traveller doesn't take anything that does not fit in an overhead locker, says Ms Robertson. If you are having meetings with different people and are prepared to use hotel laundry services, your outfits can do double or triple duty. If you run out of shirts or socks, you can always buy more.

.....³⁵
Finally, on your return, try not to go straight from the airport to the office; take time to reflect on the trip and what you learnt.



Meetings after flights

For many executives, the most difficult meeting is the one you turn up to straight from a long-haul flight. What is the best way to ensure you are at your best?

.....³⁶
If ever there was a time to try to fly business, travelling with a meeting scheduled for when you arrive is it. A flat bed won't give you the best sleep ever, but you will sleep. Drink plenty of water but only a little alcohol and try to eat a light meal.

.....³⁷
15 Personal branding consultant Louise Mowbray advises against travelling in what you will wear to the meeting.

“At the very least, pack a fresh shirt and travel in a T-shirt. A fresh shirt makes a huge difference to how you feel in the morning,” she says.

.....³⁸
Use the flight to relax – an extra hour of work is unlikely to transform a presentation, but an extra hour's sleep will change your mood. If you need to refresh your memory, print your notes to read in the cab on your way to the meeting.

.....³⁹
30 Women shouldn't put on cosmetics before they fly, as they will fall asleep in the dehydrating atmosphere of an aircraft with their make-up on. The

35 combination is dreadful for your skin. Men should shave in the morning if possible, and both sexes should apply moisturiser.

.....⁴⁰
40 A number of airports offer arrivals lounges, including Lufthansa's Welcome lounge at Frankfurt, British Airways' arrivals lounge at Heathrow and Hong Kong's pay-in arrivals lounge. You can shower and freshen up, so it pays to investigate facilities at your destination before you start your journey.



LANGUAGE

A In the article, there is one mistake in each sentence. Identify the wrong word(s) and write the correct word(s) in the gaps (41–50) below.

VW stuns markets with €1bn jump in profits

Volkswagen surprises markets last Thursday by more than doubling its second-quarter operating profit.⁴¹ The company also increased its cash reserves to a level described by one analyst as 'exception' high.⁴²

The German multi-brand carmaker said its operating profit in the second quarter had gone above by more than €1bn to almost €2bn.⁴³ The increase was causing by a 20 percent jump in revenues to €61.8bn.⁴⁴

The results were much better of analysts' forecasts.⁴⁵ Chief executive Martin Winterkorn said that first-half earnings was much higher than the

company expected.⁴⁶

The German carmaker will overtake its Japanese rival Toyota as the world's largest carmaker by 2018 if everything will go according to plan.⁴⁷ VW warned of a slowdown in growth in the second half of the year, but they are still very optimistic of profit.⁴⁸ VW's chief financial officer, Hans Dieter Pötsch, said that the company believes

sell revenue and operating profit will be significantly higher than last year's figures.⁴⁹

VW expects car sales rising partly because of strong growth in China.⁵⁰



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WRITING

You work in the facilities management department of a small manufacturing firm. Your firm needs to purchase a new heating and cooling system for the warehouse. You have been asked to investigate three systems that would all be suitable from a technical point of view.

Use the data below and write a memo of 200–250 words to the purchasing manager. Tell him which system you would recommend and give your reasons.

	System A	System B	System C* (new system)
Purchase price (installation included)	€15,600	€19,500	€28,950
Annual running cost (based on energy use)	€4,100	€4,400	€2,900
Guarantee	1 year	3 years	5 years
Cost of service contract (after guarantee ends)	€850/year	€950/year	€950/year

SPEAKING

You are going to have a speaking test that will last about 15 minutes. There will be two parts:

Part A: You will be asked to prepare a short (3–4 minute) presentation.

Part B: You will have to ask for information about two companies, which you should then summarise and evaluate.

Part A: Presentation

Choose one of the topics below and prepare a short presentation. You should begin with a suitable introduction, divide the main information into about three main parts, and end with a conclusion. You can make notes but should not try to read the whole presentation. You will have about 15 minutes to prepare.

- 1 Make a presentation about an experience you have had with customer service. Explain the situation and describe the customer service. Explain what was good and what was bad and why. Describe how the customer service could be improved, or, if it was as good as it could be, explain how other companies could learn from your experience.
- 2 Make a presentation about a successful product. Give information about the product (what it is, who buys it, why it's so successful) and talk about the company (its size, nationality, main offices, etc.).
- 3 Make a presentation about a crisis that a company has had. What was the crisis? How did the company respond? How did the public perceive the response? Did the crisis ultimately help or hurt the company?

Part B: Gather information and summarising

You work for a company that produces mobile phones and laptop computers. Your company wants to take over a software company as a way to develop a 'package' that will include a laptop, a mobile phone and software that runs on both and makes them work well together. Ask the examiner for information about two possible companies: Nuusoft (based in Germany) and PDQriter (based in the US).

Try to get the following information about each company:

- type of software the company produces
- sales performance: how well they are selling
- when the company was set up
- market value

- profit last year
- share price trend

You can ask as many questions as you like to get the facts and check your understanding. You can make notes. When you have all the facts, you will be asked to make a summary comparing the two companies. You should then say which one you think offers the best potential for a takeover.

Exit test Answer key

LISTENING (10 MARKS)

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

SKILLS (10 MARKS)

- 11 g
- 12 c
- 13 h
- 14 a
- 15 i
- 16 b
- 17 j
- 18 e
- 19 f
- 20 d

VOCABULARY (10 MARKS)

- 21 persuasive
- 22 customer
- 23 disrupted
- 24 brand
- 25 severance payment
- 26 significantly
- 27 considerate
- 28 debtors
- 29 refunds
- 30 joint venture

READING (10 MARKS)

- 31 c
- 32 e
- 33 j
- 34 d
- 35 h
- 36 i
- 37 g
- 38 f
- 39 a
- 40 b

LANGUAGE (10 MARKS)

- 41 surprised
- 42 exceptionally
- 43 gone up
- 44 caused
- 45 than
- 46 were
- 47 goes
- 48 about
- 49 sales
- 50 to rise

WRITING (15 MARKS)

See examiner's guidelines.

MODEL ANSWER TO WRITING TASK

Memo:

From: Facilities Management

To: Purchasing manager

Subject: New heating and cooling system for warehouse

We need to purchase a new heating and cooling system for the warehouse and I have investigated three systems, all of which would suit our purposes from a technical point of view.

As can be seen in the attached table, **System A** has the lowest purchase cost. However, the running costs for this system are high at €4,100 a year. In addition, the guarantee for this system is only one year, which means we would have to pay a further €850 per year for a service contract after this guarantee has expired.

System B has a higher purchase cost than System A and also a higher running cost. This would be the most expensive option for us.

System C has the highest purchase cost. However, it is a new system which offers a high level of energy efficiency. The running cost for a year is only €2,900, which would compensate for the higher purchase cost after four years. Moreover, this system has a five-year guarantee, which means we would not have to pay for a service contract during the first five years after purchase. The overall cost over five years is €6,000 cheaper for this system than for System A.

Conclusion and recommendation

My conclusion is the System C offer the best value and efficiency and I recommend that we buy this system.

SPEAKING (15 MARKS)

See examiner's guidelines.

EXIT TEST

Track 8 (I = Interviewer, V = Vic)

- I You came to Chapman Laney in the middle of a crisis. A lot of people thought the company was going to go under. What was wrong with Chapman Laney?
- V Chapman Laney had lost its way. For almost 60 years, we'd been a corporate advisor. Then the management started wanting to be like Goldman Sachs – a huge investment bank.
- I In what way?
- V The company started taking big risks on the stock market and in the property and private equity markets.
- I So did you make a lot of changes as soon as you arrived?
- V I did. We immediately stopped risking so much company money on big, high-risk deals. I brought in about 500 new traders. They buy and sell securities for our clients. That's what the business originally did, when it started back in 1954. We're investing in retail again, not hedge funds. We need to get away from the high-risk investment world and back to a more stable business model.
- I So how do you measure the success of the business?
- V Well, in the early two thousands – 2003 to 2006, say – we were looking for a really big performance every quarter. All I cared about then was profit. Things have changed. Now I want to see something steady – steady progress, not huge profits.
- I What happened in 2007?
- V That was a bad year. The company took a 3.5 billion dollar loss on the sub-prime mortgage trade. We almost lost everything. It took us three years to get out of that. Then a big turning point came when we had a chance to take over Roberts Ferguson, the retail brokerage. Some people thought that deal was very risky but in that case, I think I really did know what I was doing.
- I That was a big part of getting Chapman Laney back in the black, wasn't it?
- V Absolutely right. It was a once-in-a-lifetime opportunity. And we made it work.