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Tests written by Mark Harrison

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COMMUNICATION

A Arranging a meeting

Complete this conversation by choosing the correct question from the list of questions in the box.

Alexander, who works for a bank in London, is phoning Marcus, a colleague in another branch of the bank, to arrange a meeting with him.

- a Can you manage Thursday instead?
- b What can I do for you?
- c How are things?
- d Shall we say around 11?
- e How about Tuesday?
- f Could we fix a day and time to meet?
- g What about 9.00 that morning?
- h And you?
- i When would suit you?
- j Are you free later on?

Alexander Hello, Marcus, it's Alexander here.

Marcus Oh, hi, Alexander. (1) _____ ?

Alexander Fine, thanks. (2) _____ ?

Marcus Not bad. (3) _____ ?

Alexander I'm phoning to arrange a meeting to discuss that conference we're both going to next month. (4) _____ ?

Marcus Yes, of course. (5) _____ ?

Alexander Well, I know we're both very busy. (6) _____ ?

Marcus I'm afraid I've got another meeting that day. (7) _____ ?

Alexander Let me see ... Yes, that looks OK. (8) _____ ?

Marcus That's a bit too early for me. (9) _____ ?

Alexander Yes, I think so. (10) _____ ?

Marcus Yes, that's fine with me.

Alexander OK, see you then. Bye.

Marcus Bye.

B Useful phrases

Look at the list of things that may be said to you when you make a business telephone call. Match them with the list of reasons why they might be said to you.

What you hear

- 1 I'm a bit tied up at the moment.
- 2 Please bear with me for a moment.
- 3 I'll get back to you soon.
- 4 I've got someone on the other line.
- 5 I'll pencil that in.

Why it is said

- a The other person would like you to wait.
- b The other person is in the middle of another call.
- c The other person is offering to phone you later.
- d The other person is too busy to speak to you.
- e The other person is agreeing to a possible arrangement.

C Getting through

Complete this telephone conversation by choosing from the replies in the box. Sandra is phoning a company to talk to Ruth. First, she talks to the company's receptionist, then to Ruth's assistant.

- a Yes, please.
- b Oh dear, it's rather urgent.
- c Yes, OK.
- d Hello, this is Sandra Tate.
- e I'd like to speak to Ruth, please.
- f Yes, it's Sandra Tate.
- g No, it's all right thanks, I'll call her back later.
- h My name is Sandra Tate.
- i Thanks.
- j Well, I'd like to discuss our contract.

Receptionist Good morning, Etherington Associates. How may I help you?

Sandra (1) _____

Receptionist Who's calling, please?

Sandra (2) _____

Receptionist I'll try to connect you.

Sandra (3) _____ (*pause*)
Receptionist The line's busy. Will you hold?
Sandra (4) _____ (*pause*)
Receptionist The line's still busy. Would you like me to put you through to her assistant?
Sandra (5) _____ (*pause*)
Paula Paula here, Ruth's assistant.
Sandra (6) _____ I need to speak to Ruth.
Paula I'm afraid she's in a meeting at the moment.
Sandra (7) _____
Paula Would you mind telling me what it's about?
Sandra (8) _____
Paula May I have your name again?
Sandra (9) _____
Paula The meeting should be over in about an hour. Would you like Ruth to phone you then?
Sandra (10) _____
Paula OK, bye.
Sandra Bye.

VOCABULARY

A Read this description of a company's corporate culture by one of its employees. Fill the gaps by forming a new word from the word in brackets.

Since the (1) _____ (*arrive*) of the new Managing Director, the atmosphere at work has changed completely. His belief is that, if people are given (2) _____ (*responsible*) to make their own (3) _____ (*decide*), they are likely to work better and be more (4) _____ (*produce*) than if they simply have to obey orders. People are encouraged to be (5) _____ (*create*) and use their initiative, and it is made clear to them that their (6) _____ (*expert*) is valued. I think this approach works very well, although of course some people complain that they are (7) _____ (*work*)!

B Read this text, in which someone is talking about his job, and fill the gaps by choosing the correct answer, **a**, **b**, **c**, or **d**.

I've been Head of Sales at this sportswear company for about five years now. I'm in (1) _____ control of sales, and there are six Area Sales Managers who (2) _____ to me. My work involves a variety of things, including (3) _____ new staff, (4) _____ sales and marketing campaigns, and (5) _____ the people who work for me. In general, we have a very good sales (6) _____. However, the job can have its unpleasant side, and there have been occasions when I have had to make people (7) _____ because sales were falling. I've also had situations when staff have suddenly (8) _____ because they couldn't take the pressure – only the other day one of my best people handed in his (9) _____ unexpectedly. But these things don't happen often and at the moment business is so good that we're (10) _____ more staff.

- | | |
|------------------|-----------------|
| 1 a whole | b overall |
| c wide | d comprehensive |
| 2 a account | b declare |
| c report | d inform |
| 3 a recruiting | b enrolling |
| c raising | d gathering |
| 4 a co-operating | b collaborating |
| c constituting | d co-ordinating |
| 5 a provoking | b thrilling |
| c motivating | d agitating |
| 6 a force | b crew |
| c set | d pack |
| 7 a dismissed | b bankrupt |
| c fired | d redundant |
| 8 a resigned | b vacated |
| c abandoned | d ceased |
| 9 a warning | b notice |
| c departure | d leaving |
| 10 a taking on | b setting up |
| c drawing on | d putting up |

C Complete this letter from Jane to Alison. They work for different companies and have had an idea for a project that would involve both companies. Use the correct form of one of the verbs in the box.

make put have come get sort let suit

Dear Alison,
 I thought I'd (1) _____ in touch with you because something (2) _____ up about the project yesterday. We need to arrange a meeting soon to (3) _____ out the contract. Our team leader (4) _____ a word with me yesterday and he wants a first draft by the end of the month. I know you're busy, but do you think we could meet next week? If you can't (5) _____ it then, we could (6) _____ it off until the following week at the latest. Anyway, could you (7) _____ me know what day would (8) _____ you best?
 All the best,
 Jane

GRAMMAR

A Here is someone talking about her working week. Put the verbs in brackets into the present simple or present continuous tense.

I work for a publishing company. This week isn't a typical one for me. Usually, the first thing (1) I _____ (do) when (2) I _____ (get) to the office in the morning is to go through my mail and any messages. Then (3) I _____ (plan) what I'm going to do each day. This week (4) I _____ (not have) time to do any of that, because at the moment (5) I _____ (work) on a book that has to be finished by the end of the week.

(6) Books _____ (take) a long time to produce and (7) you _____ (often think) that there is plenty of time left. Then suddenly (8) you _____ (find) that it all has to be done in a few days! So this week (9) I _____ (work) extremely hard. (10) I _____ (not like) weeks like this one!

B Look at the answers to some questions about a company, and complete the questions about it.

- 1 What _____ ?
The company makes computer games.
- 2 When _____ ?
It was founded in 1991.
- 3 Who _____ ?
It was set up by two friends who met at university.
- 4 Where _____ ?
It is based in Birmingham, in central England.
- 5 How _____ ?
It makes about fifty games.
- 6 Why _____ ?
It became successful because it produced a very popular game.
- 7 How _____ ?
It employs about sixty people.
- 8 Has _____ ?
Yes, the company has grown in recent years.

C Rewrite these questions to make them more polite. They are all the kind of questions that may be asked in business meetings.

- 1 Can I make a telephone call?
Would you mind if _____ ?
- 2 Do you want to have a break now?
Would you like _____ ?
- 3 Can you send me a copy of that document?
Would you mind _____ ?
- 4 Do you want to discuss this later?
Would you prefer _____ ?
- 5 Can we move on to the next point?
Would you mind if _____ ?
- 6 Do you want me to explain this again?
Would you like _____ ?
- 7 Do you want to change the date of our next meeting?
Would you prefer _____ ?

COMMUNICATION

A A formal letter

Complete this formal letter by filling in the missing words. Use one word only.

Canda Components, Ltd.
15 Temple Way
Coventry
Tel: (01203) 475866
Fax: (01203) 642024

25 May

(1) _____ Ms Fordham,
(2) _____ to your letter of 22 May, I would like to (3) _____ for the confusion surrounding your order for components. This has occurred because you have ordered some components from our old catalogue and I (4) _____ to inform you that these have been withdrawn from sale. Please find (5) _____ a copy of our current catalogue showing the replacement models.
I would be (6) _____ if you would contact me at your earliest convenience to let me know whether you (7) _____ to proceed with your order from the new catalogue. Should you have any enquiries concerning the replacement components, please do not (8) _____ to ask.
I look (9) _____ to hearing from you.
Yours (10) _____,
Anna Marx
Anna Marx
Supplies Manager

B Abbreviations

What are the standard abbreviations for the following in letters or faxes?

- 1 a copy also sent to ... _____
- 2 for the attention of ... _____
- 3 signed on behalf of ... _____
- 4 as soon as possible _____
- 5 department _____
- 6 regarding ... _____
- 7 other things are enclosed _____

C An informal letter

Complete this informal letter by filling in the missing words. Use one word only.

20 August
Archway Computers, Ltd.
198 Loxley Road
London NW4

Dear Hans,

I've been looking into short business courses in this country, as you asked me to when we last met, and you'll be (1) _____ to hear that I think I've found one that will really suit you. I'm (2) _____ the brochure so that you can look through it. (3) _____, the college doesn't arrange accommodation for students. Would you (4) _____ me to look into that for you as well? I'm (5) _____ it might turn out to be rather expensive, but I think it's what you want.

(6) _____ you let me know if you want me to arrange accommodation as soon as possible? I'll be away in September and so I won't be able to do it then. And let me know if I (7) _____ help in any other way.

(8) _____ forward to hearing from you.

James

VOCABULARY

A Complete these instructions about a forthcoming negotiation. Write one word in each space, starting with the letter given.

Erica,
Just a few notes before tomorrow's meeting.

- Make sure they understand that
(1) c _____ in the contract about how all information about our products is
- (2) c _____ – we don't want our competitors knowing our secrets!
- Find out if they intend to operate on a sale or
(3) r _____ basis.
- Remind them that they will have to pay a
(4) p _____ if they don't pay us within the agreed period.
- Don't offer them a (5) c _____ of more than 25% – they shouldn't get more than that per sale or our profit margins will be too low.
- However, offer them a (6) b _____ if they reach the (7) t _____ we've set – they'll deserve more money if they can sell that many!
- Finally, find out if it's (8) f _____ for them to offer a mail-order service as well – but if they think that idea won't work, don't argue.

B Complete this description of a meeting by filling the gaps with the correct form of one of the verbs in the box. Use each verb only once.

reduce handle skim through keep to
overcharge submit implement get down to
launch scrap

I had a meeting with the Marketing Department yesterday about (1) _____ our new shampoo on the market next year. Two people from the department, Louise and Alex, had (2) _____

proposals as to how the advertising campaign should be (3) _____. The meeting was to decide which plan should be (4) _____. There was a lot of talk about the 'image of the product' before we finally (5) _____ the real details. Louise recommended using the Blair & York agency, but when we looked at their budget figures, we felt that they were (6) _____ us. Louise said that they'd probably (7) _____ their price a bit if she spoke to them again, but the general feeling was that we wouldn't use them. Alex suggested the Thorpe & Rudderham agency. I'd only had time to (8) _____ their figures quickly but everyone else said they were also too high. The feeling of the meeting was that we should (9) _____ the idea of using either agency and approach some others, but that we should also try to (10) _____ our original schedule.

C Complete these notes, in which a manager has listed his problems at work and possible solutions to them. Use only one word for each gap.

Problem	Possible solution
Not enough staff to do all the work	Contract some work (1) _____ to freelance people
Complaints from customers	Offer them replacement goods (2) _____ of charge
New project (3) _____ schedule	Remind department that deadline must be met
Local transport likely to go (4) _____ strike	Tell staff they can work at home then
Rumour that Linda has been approached by a (5) _____-hunter	Offer her a higher salary
Coming (6) _____ more market pressure to increase foreign sales	Try to (7) _____ business overseas

GRAMMAR

A Here are some comments made at a meeting to discuss the best way of increasing a company's efficiency. Rewrite them beginning with the words given.

- 1 It's a good idea to employ a firm of consultants.
Why don't _____?
- 2 It's essential that we increase the number of staff.
We _____.
- 3 Let's ask the staff for suggestions.
How about _____?
- 4 Would it be a good idea to reorganize some departments?
Do you think we _____?
- 5 Perhaps it would be a good idea to have more meetings.
We could _____.
- 6 It would be a good idea if there were more incentive schemes for staff.
I think there _____.
- 7 It's a bad idea to change everything too quickly.
I don't think we _____.

B Complete this account of the invention of the pocket camera. Put the verbs in brackets into the correct past form.

People (1) _____ (*buy*) pocket cameras for over a century but how many people know the history of them? It was a man called George Eastman who (2) _____ (*invent*) them in 1888. He (3) _____ (*work*) in a bank when he first (4) _____ (*have*) the idea. For many years before that, he (5) _____ (*be*) sure that anyone who invented a small, simple camera would become rich. So, in 1885, he (6) _____ (*form*) his own company. His first camera, which he (7) _____ (*produce*) three years later, was called the Detective Camera – detectives were popular at that time because the fictional detective Sherlock Holmes (8) _____

(*appear*) for the first time the year before. Later, he (9) _____ (*change*) the name of his company to Kodak. Since then, pocket cameras (10) _____ (*become*) more sophisticated, and Kodak is still one of the main companies in the photography market.

C Look at these statements made in a meeting about ways of increasing the sales of a company's product. Some of them refer to ideas considered good and some to ideas considered bad. Complete the good ideas using the verbs in brackets and *will*. Complete the bad ideas using the verbs in brackets and *would*.

Good ideas

- 1 If we _____ free gifts, we _____ more customers. (*offer/get*)
- 2 If we _____ the product a new name, it _____ more interesting. (*give/sound*)
- 3 If we _____ more staff, we _____ to sell to more outlets. (*recruit/be able*)
- 4 If we _____ a better brochure, we _____ more interest. (*print/attract*)

Bad ideas

- 5 If we _____ the packaging, people _____ the product. (*change/not recognize*)
- 6 If we _____ the price, it _____ our profits too much. (*lower/reduce*)
- 7 If we _____ more, it _____ our costs too much. (*advertise/increase*)
- 8 If we _____ their commission, our sales people _____ so hard. (*cut/not work*)

COMMUNICATION

A Polite expressions

Complete this conversation that takes place at a company's reception desk by filling each gap with one of the phrases in the box.

- | | |
|---|-------------------------|
| a | No, not at all |
| b | Please |
| c | Could I possibly |
| d | Don't mention it |
| e | I'm afraid |
| f | Could you |
| g | Would you mind |
| h | That's very good of you |
| i | Shall I |
| j | Yes, certainly |

Visitor (1) _____ leave a brief message for Brian Martin in IT?

Receptionist (2) _____ he's away on business for the next two days.

Visitor Oh dear. Well **(3)** _____ taking the message anyway?

Receptionist (4) _____.

Visitor I'll just write the note on my business card. **(5)** _____ lend me a pen, please?

Receptionist (6) _____. You can use this one.

Visitor Thanks. OK, I've written the message. **(7)** _____ leave it with you?

Receptionist (8) _____ do. I'll make sure he gets it.

Visitor (9) _____. I'm grateful for your help.

Receptionist (10) _____. It's a pleasure.

B Socializing

Look at the list of things (1–5) that a work colleague might say to you and choose the most appropriate reply to each one from the list a–e.

- 1 I've just heard that I'm going to be promoted.
- 2 Jill's off sick today.
- 3 I won't be able to meet you for lunch today.
- 4 I've got an important meeting with the Directors tomorrow and I'm a bit nervous.
- 5 I thought you were going to finish this work yesterday.

- a I hope it goes well.
- b Yes, well something came up.
- c Some other time perhaps.
- d Well done.
- e Nothing serious, I hope?

C Checking and correcting

Complete this conversation. Fill each gap with one of the phrases in the box.

- | | | | |
|---|--------------------|---|-------------------|
| a | Have you got that | f | Hang on |
| b | Could we run over | g | Ready |
| c | Is that everything | h | Yes, fire away |
| d | Of course | i | Yes, that's right |
| e | No, that's it | j | Did you say |

Tina I'm just calling to fill you in on the details of that conference you're going to next week. It's being held at the ...

Andrew (1) _____ a moment. I'll just get a pen. *(pause)* OK, I've got my pen.

Tina (2) _____? Can I start?

Andrew (3) _____. I'll write it all down.

Tina OK, as I was saying, it's being held at the Tower Hotel. **(4)** _____?

Andrew (5) _____ the Tower?

Tina (6) _____, the Tower. And it starts at ten on Wednesday in the Spire Room.

Andrew (7) OK. _____? Or is there anything else I should know?

Tina (8) _____. There's nothing else.

Andrew (9) _____ that again?

Tina (10) _____. No problem.

Andrew Ten o'clock on Wednesday in the Spire Room at the Tower Hotel.

Tina Right!

Andrew OK, thanks, bye.

However, when the goods arrived, the (4) _____ was for a higher price than we'd agreed. I rang to (5) _____ it and they said that the wrong one had been sent. They apologized and said they'd (6) _____ me with the correct one. So I waited for that before paying but they sent me a (7) _____ for the wrong amount and a rude letter saying that I was late in paying! So it wasn't the most trouble-free (8) _____ I've ever made!

VOCABULARY

A Complete these descriptions of food by choosing one of the words in the box.

crisp	grilled	roasted	chilled
garnished	crushed	fried	

- If food or drink is _____, it is made cold, usually by being placed in a fridge.
- If food is _____, it is cooked in oil, often in a flat pan.
- If food or ice is _____, it is broken into very small pieces by being pressed.
- If meat or poultry is _____, it is cooked inside an oven.
- If food is _____ with something, for example herbs, it is decorated with them.
- If food is _____, it is cooked under a source of heat or on a barbecue.
- If pastry or vegetables are _____, they are hard, dry, and fresh.

B Here is someone describing an experience they had when ordering office supplies. Fill the gaps by choosing the correct answer, **a**, **b**, **c**, or **d**.

First of all, I got them to (1) _____ a price, which they did very quickly, and the figures looked fine. So then I (2) _____ the order and they wrote back to (3) _____ the delivery date and the price.

- | | |
|-----------------|-------------|
| 1 a acknowledge | b quote |
| c endorse | d issue |
| 2 a gave | b asked for |
| c placed | d put |
| 3 a confirming | b prepare |
| c sign | d receive |
| 4 a receipt | b note |
| c quote | d invoice |
| 5 a query | b ask for |
| c acknowledge | d confirm |
| 6 a check | b endorse |
| c issue | d cancel |
| 7 a reminder | b quotation |
| c transaction | d receipt |
| 8 a transaction | b enquiry |
| c delivery | d receipt |

C Complete these sentences with words and phrases connected with the financial situation of companies.

- Sums of money paid by a company to its shareholders are d_____.
- A company's financial situation is shown on a b_____ s_____.
- People that a company owes money to are its c_____.
- Money provided to a company by its shareholders is s_____ c_____.
- What a company owns are its a_____.
- Loss of value of something owned by a company because of its age or because it has been used is d_____.
- A company's total income over a particular period is its t_____.

- 8 All the costs that a company has in order to operate are its o_____.
- 9 An o_____ is a sum of money that a bank allows a company to owe to that bank.
- 10 What a company owes are its l_____.

GRAMMAR

A Rewrite these questions asked in a tourist information office to make them into indirect questions.

- 1 What time do the shops close around here?
Could you tell me _____?
- 2 Is there a bookshop near here?
Do you know _____?
- 3 Where is the Leisure Centre?
Can you tell me _____?
- 4 How long does it take to get to the airport from the city centre?
Do you know _____?
- 5 Does the art gallery open on Sundays?
Do you know _____?

B Complete this description of a meeting by filling the gaps with the gerund or infinitive form of the verbs in brackets, e.g. *ignoring* (gerund), *to ignore* (infinitive).

It was unanimously agreed that we couldn't afford (1) _____ (*allow*) our image to remain as bad as it is following the bad publicity we have had recently. Although we have repeatedly denied (2) _____ (*lower*) the quality of our main products, we have clearly failed (3) _____ (*convince*) the general public of that. As a result, our competitors have managed (4) _____ (*steal*) several major customers.

The Head of Marketing suggested (5) _____ (*change*) our advertising strategy completely. She said

that, instead of (6) _____ (*emphasize*) how useful our products are, we should present them as fun to use. She added that she had been thinking of (7) _____ (*use*) a different agency anyway. The Sales Director said that he disliked (8) _____ (*change*) agencies before the current campaign was over, but he agreed that we couldn't risk (9) _____ (*lose*) any more customers. The Finance Director agreed that this appeared (10) _____ (*be*) the most sensible thing we could do in the circumstances, but pointed out that we needed to avoid (11) _____ (*spend*) any more on advertising than we currently do.

The Head of Marketing said that we shouldn't delay (12) _____ (*act*) on this matter. She offered (13) _____ (*prepare*) a report on the types of campaign that might be best for us and agreed (14) _____ (*do*) this within two days. We therefore decided (15) _____ (*meet*) again to discuss the matter further at the end of the week.

C Look at this information about a company called Astro and complete the sentences, using *which*, *that*, *where*, *when*, *who*, or *whose*.

Astro makes computer games. It was founded by a man called Michael Fisher. It is based in the small town of Tetley. It had its first big success in 1991. The ideas of its Creative Director, David Trotter, are the main reason for its successes.

- 1 Astro is a company _____.
- 2 Michael Fisher is the name of the man _____.
- 3 Tetley is the name of the small town _____.
- 4 1991 is the year _____.
- 5 Its Creative Director is the person _____.

Test 4

75 marks

COMMUNICATION

A Discussing probability

You have been considering your future at work and wondering whether various things will happen or not. Rewrite the sentences in the boxes using the words given, in order to tell someone what you think.

Will happen

- 1 The company will restructure my department.
- 2 I'll have a new boss.
- 3 I'll get a pay rise.
- 4 The company's profits will rise.
- 5 There will be some interesting projects for me to work on.

- 1 *probably* _____
- 2 *likely* _____
- 3 *definitely* _____
- 4 *bound* _____
- 5 *sure* _____

Won't happen

- 1 I'll be promoted in the next few months.
- 2 The company will make people redundant.
- 3 I'll have to travel abroad on business.
- 4 I'll apply for other jobs.
- 5 The company will go out of business.

- 6 *unlikely* _____
- 7 *probably* _____
- 8 *doubt* _____
- 9 *definitely* _____
- 10 *chance* _____

B Talking about ability and obligation

Complete these sentences. Use the correct forms of the words in the box. There may be more than one possible correct answer.

can	can't	(don't) have to
should(n't)	must(n't)	be able to

- 1 We _____ dress smartly at work, we're allowed to wear anything we want.
- 2 We _____ take confidential documents home with us, it's strictly against the rules.
- 3 We _____ do evening courses paid for by the company if we choose to and lots of people take the opportunity to do them.
- 4 We _____ arrive for work on time every day but it doesn't matter too much if we're a bit late.
- 5 From the beginning of next year, we _____ work flexi-time if we want to.
- 6 We advertised for new recruits last summer but we _____ find anyone suitable.
- 7 We _____ see our line managers for job assessment once a year – it's in our contracts.
- 8 Last year we all _____ sign new contracts because the company restructured.
- 9 We _____ make private phone calls at work, but it's not a strict rule.

C Discussing causes and effects

You have been asked to comment on some recent developments at work. Look at the table of developments, causes, and results, and write complete sentences using the words given.

Development	Cause	Result
staff dissatisfaction	increased workloads	reduced efficiency
customer complaints	new computer system	loss of business
shortage of staff	lack of recruitment	lower productivity

- 1 Staff dissatisfaction is / result / increased workloads

- 2 It may lead / reduced efficiency.

- 3 Customer complaints are largely due / the new computer system.

- 4 This could result / loss of business.

- 5 The shortage of staff is because / lack of recruitment.

- 6 As / result / this, productivity is lower.

VOCABULARY

A Read these extracts from the financial section of a newspaper and choose the correct word to complete each sentence. They are all connected with upward or downward movements.

- 1 The bank's decision to _____ interest rates will affect a great many small businesses.
a strengthen b rise
c raise d gain
- 2 TDX's share price rose sharply yesterday, reaching a _____ of 678p.
a peak b jump
c trough d rise
- 3 Following the announcement of the latest trade figures, the pound _____ against other currencies.
a shrank b lost
c halved d weakened
- 4 The company's profits fell _____ 20% last year, due to reduced demand for its shoes among the young.
a to b off
c down d by
- 5 Fortunately, the effect on tourist income of this summer's poor weather has been _____.
a substantial b sharp
c steady d negligible
- 6 The dramatic _____ in the construction industry has led to huge job losses.
a slump b loss
c weakness d devaluation
- 7 Profits _____ as demand continued to rise and fall.
a tumbled b plunged
c fluctuated d rocketed
- 8 Many firms have reported a sharp increase _____ manufacturing costs in recent months.
a of b to
c in d for

B Complete this description of changes that have taken place in a railway company. Fill each gap with one of the words in the box.

trend	go-ahead	deficit
inflation	profitability	contingency
sector	privatization	projection
investment		

Following (1) _____ in 1996, the removal of the restrictions imposed by public ownership has led to a complete change in the fortunes of Central Railways. Its previous poor performance, when it showed a large (2) _____ each year, has been reversed and its (3) _____ has steadily increased. This recovery is largely due to an enormous rise in the number of passengers using its services, a (4) _____ also seen elsewhere in the public transport (5) _____. The company's own (6) _____ is that it will have 12 million passengers a year in two years' time. The company's success is partly due to not raising its fares by more than the rate of (7) _____, and partly due to its sensible (8) _____ in new trains. At present it is hoping to get the (9) _____ to build several new stations but it has (10) _____ plans if permission for this is not granted.

C Complete these extracts from a report criticizing a company's performance. Use the negative forms of the adjectives in brackets.

- 1 ... problems caused by _____ management (*competent*)
- 2 ... too much time in meetings is spent on _____ topics (*relevant*)
- 3 ... the system for recording customer information is totally _____ (*organized*)
- 4 ... too many of the staff are simply _____ (*efficient*)
- 5 ... recent ideas for reorganizing the department have proved _____ (*practical*)

- 6 ... the decision to reduce the number of staff was _____ (*justified*)
- 7 ... customers complain that staff are _____ (*polite*)

GRAMMAR

A Change the following sentences into the passive form.

- 1 A qualified engineer must install the equipment.
The equipment _____
- 2 If you have not done this correctly, the machine will not work.
If this _____
- 3 We guarantee this product for parts and labour for two years.
This product _____
- 4 We will deal with complaints within seven working days.
Complaints _____
- 5 You have to press the button marked 'A' on the diagram to start the process.
The button marked 'A' _____
- 6 You may experience a slight delay before printing begins.
A slight delay _____
- 7 You can obtain another copy of this manual from the above address.
Another copy of this manual _____
- 8 You should take great care when assembling this product.
Great care _____
- 9 We devised this product for simplicity of use.
This product _____
- 10 We are sending your personal security code separately.
Your personal security code _____

B Complete these pieces of advice given to someone who is going to meet a visitor to their company, using *if, in case, until, unless, or when*.

- 1 Take the files with you _____ you suddenly need to look up some data.
- 2 Don't panic _____ he seems unfriendly at first – he's very pleasant when you get to know him.
- 3 Show him round the building _____ he's in too much of a hurry to do that.
- 4 Don't discuss money _____ you've covered all the other details.
- 5 Take him to Angelo's for lunch _____ he prefers to eat in our canteen.
- 6 Take a copy of our annual report _____ he hasn't seen it yet.
- 7 Arrange another meeting _____ this one is over.

- 1 Anchor TV has _____ average number of viewers per day. (*high*)
- 2 Colt TV is _____ Anchor TV. (*profitable*)
- 3 Bland TV is _____ channel for sports fans. (*suitable*)
- 4 Colt TV's subscription charge is _____ that of the other two. (*low*)
- 5 Colt TV is _____ the others to advertisers. (*attractive*)
- 6 The number of Colt TV's viewers has risen _____ those of Anchor TV. (*fast*)
- 7 Anchor TV has _____ number of permanent employees. (*large*)
- 8 According to critics, Bland TV shows _____ programmes. (*good*)

C Look at this table comparing three satellite TV channels. Complete the sentences about them. Make phrases with the correct form of the words in brackets.

	Anchor TV	Bland TV	Colt TV
average number of viewers per day	4m	2m	3m
current yearly profit	£52m	£54m	£58m
hours per week of sport	28	45	32
subscription charge per year	£70	£56	£40
current yearly advertising revenue	£85m	£90m	£110m
growth in viewers in last year	10%	35%	30%
number of permanent employees	150	90	120
quality of programmes according to critics	good	excellent	fair

COMMUNICATION

A Organizing a talk

Read this introduction to a talk about starting small businesses. Fill each gap by choosing one of the phrases in the box.

- | | |
|---|-----------------------------------|
| a | first looking at |
| b | I'm going to be telling you about |
| c | as we go along |
| d | then I'll turn to |
| e | I'll start by giving you |
| f | as you can see |
| g | then moving on to |

'Good afternoon everyone. Well, (1) _____ from the title of my talk, *Don't be afraid to go it alone*, (2) _____ the support that currently exists for people thinking of starting their own small business. Now, (3) _____ some background into the rise in the small business sector in this country. And (4) _____ some of the legal issues involved, (5) _____ the tax situation, and (6) _____ employment laws. And do please feel free to stop me and ask questions (7) _____.'

B Checking understanding

In these exchanges, person B didn't fully understand what was said by person A, and asks for clarification. Complete the replies using the words in brackets.

- 1 **A:** The mistake was made by somebody in your department.
B: _____ that I'm responsible for that? (*say*)
- 2 **A:** OK, let's move on to the next point.
B: Sorry, could _____? You're going too fast for me. (*slow*)
- 3 **A:** I think we should downsize this part of our operation.
B: What exactly _____ 'downsize'? (*mean*)

- 4 **A:** This situation simply isn't good enough!
B: _____. What exactly is the problem? (*with*)
- 5 **A:** The person you need to contact is Sandra Dickens.
B: I _____. What was the name again? (*catch*)
- 6 **A:** Dennis has been late for work again several times recently.
B: _____ that we should sack him? (*suggest*)
- 7 **A:** A lot of the staff in my department are complaining of overwork.
B: _____ that we should get some more people in? (*mean*)
- 8 **A:** So we need to reduce our costs.
B: Sorry, _____. Why do we need to do that? (*follow*)

C Giving a talk

This is part of a talk about a company's staff recruitment practices. Complete each of the phrases or idioms with one of the nouns from the box.

limit	scope	course	potential
ladder	level	retrospect	process

'Now, it seems to me that if we are going to perform at a higher (1) _____ and fulfil our (2) _____ as a company, we need to employ the very best new recruits. In (3) _____, some of the people we've employed in the last couple of years should never have been recruited. So, the question is, is our interview (4) _____ working effectively? I suggest that we are doing nothing on this. Of course, there's a (5) _____ to what you can learn about someone in an interview, but I think there's considerable (6) _____ for improvement in the way we've been conducting them. It's my belief that our best (7) _____ of action would be to involve more of the staff who actually do the job in the

interview process. After all, these are people who know what it's like to work your way up the (8) _____ and they'll know which candidates are capable of doing that.'

VOCABULARY

- A** Complete these sentences, spoken in an office, by using the correct form of *make* or *do*.
- Jane might leave – another firm has _____ a better offer.
 - Are you _____ any progress with that work I gave you yesterday?
 - I _____ my best but I just couldn't find a solution to the problem.
 - You can't let her treat you like that – _____ something about it!
 - When are you going to _____ a decision about your holiday dates?
 - Anne isn't very sociable – she just _____ her work and goes home.
 - Tom _____ a lot of mistakes in his report.
 - Could I _____ a suggestion?
 - At the moment I'm _____ some research into a possible new project.
 - I wonder if you could _____ me a favour – I need someone to key this in.

- B** Complete this agenda for a meeting held by a hotel group, by forming words from those given in brackets.

Discussion points

- Need to remain _____ with rival organizations (*compete*)
- Make brochures more _____ – not enough detail at present (*inform*)
- The _____ of the computer system (*modern*)
- Possibility of various _____ to Grand Hotel (*alter*)
- Need to make booking operation more _____ (*depend*)
- Need to increase facilities for people with

_____ (*disability*), such as better access for wheelchairs

- Possible additions to number of _____ services offered (*compliment*)
- Next year's budget _____ (*require*)

- C** Here is the beginning of a talk about management theory. Fill the gaps by choosing the correct answer.

This talk is called 'The Answers to Management', but don't (1) _____ to conclusions! I'm not going to tell you how it should be done, I'm going to (2) _____ your attention to some of the major issues. I'll start by (3) _____ the issue of time. Does routine paperwork (4) _____ up a disproportionate amount of your time? How could you (5) _____ time on that? I'll then move on to other problems that you might regularly (6) _____. And don't worry, I won't be promoting some of the more ridiculous theories that other so-called 'management experts' (7) _____ up!

- | | |
|---------------|-----------------|
| 1 a arise | b soar |
| c jump | d rocket |
| 2 a draw | b link |
| c pull | d raise |
| 3 a attending | b concentrating |
| c considering | d minding |
| 4 a account | b involve |
| c occupy | d take |
| 5 a spare | b free |
| c save | d keep |
| 6 a deal | b stand |
| c challenge | d face |
| 7 a devise | b invent |
| c come | d dream |

GRAMMAR

A Change these statements about someone's working life into hypothetical statements about the present or the past, using conditional sentences.

- 1 I don't have a high salary because I don't have a senior job.
If I _____
- 2 I applied for the job because a friend recommended the company.
If a friend _____
- 3 I got the job because I had the right experience.
If I _____
- 4 I came to live in this city because the company relocated.
If the company _____
- 5 I travel abroad a lot because I work in the International Department.
If I _____
- 6 I go to conferences overseas because I'm good at languages.
If I _____
- 7 I was tired because I worked all weekend.
If I _____
- 8 I enjoy my job because the work is interesting.
If the work _____

B Your company recently conducted a survey to find out how satisfied or dissatisfied its customers were. Complete this report on the results of the survey with *much*, *many*, *a little*, *a few*, or *a lot*.

Quite (1) _____ of customers commented on our improved delivery service, and quite (2) _____ people rated us very highly on this. When we asked how (3) _____ effect our new charges had on them, only (4) _____ companies said they thought the increases were too high. There were not (5) _____ firms who had regularly had incorrect deliveries, so there were not (6) _____ of complaints about that. We got quite (7) _____ of information about how (8) _____ orders various people think they'll be putting in over the next

six months so that we can be prepared. It appears that we won't have (9) _____ time to deliver some of these orders, but with just (10) _____ more training in the new system, our staff should be able to cope.

C Rewrite the pieces of advice on how to improve your career.

- 1 Do a course in advanced computing.
I recommend _____
- 2 Show a bit more initiative.
I suggest _____
- 3 Spend more time with customers.
I advise _____
- 4 Contribute more in meetings.
I suggest _____
- 5 Don't spend so long chatting to colleagues.
I advise _____
- 6 Don't argue with your boss so much.
I suggest _____
- 7 Look for another job!
I recommend _____

Answer key

TEST 1

Communication

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

- B**
- 1 d
 - 2 a
 - 3 c
 - 4 b
 - 5 e

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

Vocabulary

- A**
- 1 arrival
 - 2 responsibility
 - 3 decisions
 - 4 productive
 - 5 creative
 - 6 expertise
 - 7 overworked

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

- C**
- 1 get
 - 2 came
 - 3 sort
 - 4 had
 - 5 make
 - 6 put
 - 7 let
 - 8 suit

Grammar

- A**
- 1 I do
 - 2 I get
 - 3 I plan
 - 4 I don't have/I haven't got
 - 5 I'm working
 - 6 Books take
 - 7 you often think
 - 8 you find
 - 9 I'm working
 - 10 I don't like

- B**
- 1 What does it/the company make?
 - 2 When did it start?
 - 3 Who set it up?/Who was it set up by?
 - 4 Where is it based?
 - 5 How many games does it make?
 - 6 Why did it become successful?
 - 7 How many people does it employ?
 - 8 Has it/the company grown in recent years?

- C**
- 1 Would you mind if I made a telephone call?
 - 2 Would you like to have a break now?
 - 3 Would you mind sending me a copy of that document?
 - 4 Would you prefer to discuss this later?
 - 5 Would you mind if we moved on to the next point?
 - 6 Would you like me to explain this again?
 - 7 Would you prefer to change the date of our next meeting?

TEST 2

Communication

- A**
- 1 Dear
 - 2 Further
 - 3 apologize
 - 4 regret
 - 5 enclosed
 - 6 grateful
 - 7 wish
 - 8 hesitate
 - 9 forward
 - 10 sincerely

- B**
- 1 cc
 - 2 attn
 - 3 pp
 - 4 asap
 - 5 dept
 - 6 re
 - 7 encs

- C**
- 1 pleased
 - 2 enclosing
 - 1 Unfortunately
 - 2 like
 - 3 afraid
 - 4 Could
 - 5 can
 - 6 Looking

Vocabulary

- A**
- 1 clause
 - 2 confidential
 - 3 return
 - 4 penalty
 - 5 commission
 - 6 bonus
 - 7 target(s)
 - 8 feasible

- B**
- 1 launching
 - 2 submitted
 - 3 handled
 - 4 implemented
 - 5 got down to
 - 6 overcharging
 - 7 reduce
 - 8 skim through
 - 9 scrap
 - 10 keep to

- C**
- 1 out
 - 2 free
 - 3 behind
 - 4 on
 - 5 head
 - 6 under
 - 7 do

Grammar

- A**
- 1 Why don't we employ a firm of consultants?
 - 2 We must increase the number of staff.
 - 3 How about asking the staff for suggestions?
 - 4 Do you think we should reorganize some departments?
 - 5 We could have more meetings.
 - 6 I think there should be more incentive schemes for staff.
 - 7 I don't think we should change everything too quickly.

- B**
- 1 have bought/have been buying
 - 2 invented
 - 3 was working
 - 4 had
 - 5 had been sure
 - 6 formed
 - 7 produced
 - 8 had appeared
 - 9 changed
 - 10 have become

- C**
- 1 offer/will get
 - 2 give/will sound
 - 3 recruit/will be able
 - 4 print/will attract
 - 5 changed/wouldn't recognize
 - 6 lowered/would reduce
 - 7 advertised/would increase
 - 8 cut/wouldn't work

TEST 3

Communication

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

- B**
- 1 d
 - 2 e
 - 3 c
 - 4 a
 - 5 b

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

Vocabulary

- A**
- 1 chilled
 - 2 fried
 - 3 crushed
 - 4 roasted
 - 5 garnished
 - 6 grilled
 - 7 crisp

- B**
- 1 b
 - 2 c
 - 3 a
 - 4 d
 - 5 a
 - 6 c
 - 7 a
 - 8 a

- C**
- 1 dividends
 - 2 balance sheet
 - 3 creditors
 - 4 share capital
 - 5 assets
 - 6 depreciation
 - 7 turnover
 - 8 overheads
 - 9 overdraft
 - 10 liabilities

Grammar

- A**
- 1 Could you tell me what time the shops close around here?
 - 2 Do you know if/whether there is a bookshop near here?
 - 3 Can you tell me where the Leisure Centre is?
 - 4 Do you know how long it takes to get to the airport from the city centre?
 - 5 Do you know if/whether the art gallery opens on Sundays?

- B**
- 1 to allow
 - 2 lowering
 - 3 to convince
 - 4 to steal
 - 5 changing
 - 6 emphasizing
 - 7 using
 - 8 changing
 - 9 losing
 - 10 to be
 - 11 spending
 - 12 acting
 - 13 to prepare
 - 14 to do
 - 15 to meet

- C**
- 1 which/that makes computer games.
 - 2 who/that founded it.
 - 3 where it is based.
 - 4 when/that it had its first big success.
 - 5 whose ideas are the main reason for its successes.

TEST 4

Communication

- A**
- The company will probably restructure my department.
 - It's likely that I'll have a new boss./ I'm likely to have a new boss.
 - I'll definitely get a pay rise.
 - The company's profits are bound to rise.
 - I'm sure there will be some interesting projects for me to work on./There are sure to be some interesting projects for me to work on.
 - It's unlikely that I'll be promoted in the next few months./I'm unlikely to be promoted in the next few months.
 - The company probably won't make people redundant.
 - I doubt if/whether/that I'll have to travel abroad on business.
 - I definitely won't apply for other jobs.
 - There's no chance of the company going out of business./There's no chance that the company will go out of business.
- B**
- don't have to
 - can't/mustn't
 - can/are able to
 - should
 - will be able to/can
 - couldn't/weren't able to
 - have to/must
 - had to
 - shouldn't
- C**
- Staff dissatisfaction is a result of increased workloads.
 - It may lead to reduced efficiency.
 - Customer complaints are largely due to the new computer system.
 - This could result in (a) loss of business.
 - The shortage of staff is because of (a) lack of recruitment.
 - As a result of this, productivity is lower.

Vocabulary

- A**
- c
 - a
 - d
 - d
 - d
 - a
 - c
 - c
- B**
- privatization
 - deficit
 - profitability
 - trend
 - sector
 - projection
 - inflation
 - investment
 - go-ahead
 - contingency
- C**
- incompetent
 - irrelevant
 - disorganized
 - inefficient
 - impractical
 - unjustified
 - impolite

Grammar

- A**
- The equipment must be installed by a qualified engineer.
 - If this has not been done correctly, the machine will not work.
 - This product is guaranteed for parts and labour for two years.
 - Complaints will be dealt with within seven working days.
 - The button marked 'A' on the diagram has to be pressed to start the process.
 - A slight delay may be experienced before printing begins.
 - Another copy of this manual can be obtained from the above address.
 - Great care should be taken when assembling this product.
 - This product was devised for simplicity of use.
 - Your personal security code is being sent separately.

- B**
- in case
 - if
 - unless
 - until
 - unless
 - in case
 - when

- C**
- the highest
 - more profitable than
 - the most suitable
 - lower than
 - more attractive than
 - faster than
 - the largest
 - the best

TEST 5

Communication

- A**
- f
 - b
 - e
 - d
 - a
 - g
 - c
- B**
- Are you saying
 - you slow down
 - do you mean by
 - I'm not with you
 - didn't catch that
 - Are you suggesting
 - Do you mean
 - I don't follow (you)
- C**
- level
 - potential
 - retrospect
 - process
 - limit
 - scope
 - course
 - ladder

Vocabulary

- A**
- 1 made
 - 2 making
 - 3 did
 - 4 do
 - 5 make
 - 6 does
 - 7 made
 - 8 make
 - 9 doing
 - 10 do

- B**
- 1 competitive
 - 2 informative
 - 3 modernization
 - 4 alterations
 - 5 dependable
 - 6 disabilities
 - 7 complimentary
 - 8 requirements

- C**
- 1 c
 - 2 a
 - 3 c
 - 4 d
 - 5 c
 - 6 d
 - 7 d

Grammar

- A**
- 1 If I had a senior job, I would have a high salary.
 - 2 If a friend hadn't recommended the company, I wouldn't have applied for the job.
 - 3 If I hadn't had the right experience, I wouldn't have got the job.
 - 4 If the company hadn't relocated, I wouldn't have come to live in this city.
 - 5 If I didn't work in the International Department, I wouldn't travel abroad a lot.
 - 6 If I wasn't good at languages, I wouldn't go to conferences overseas.
 - 7 If I hadn't worked all weekend, I wouldn't have been tired.
 - 8 If the work wasn't interesting, I wouldn't enjoy my job.

- B**
- 1 a lot
 - 2 a few
 - 3 much
 - 4 a few
 - 5 many
 - 6 a lot
 - 7 a lot
 - 8 many
 - 9 much
 - 10 a little

- C**
- 1 I recommend (that) you do/I recommend you to do/I recommend doing a course in advanced computing.
 - 2 I suggest (that) you show/I suggest showing a bit more initiative.
 - 3 I advise you to spend/I advise spending more time with customers.
 - 4 I suggest (that) you contribute/I suggest contributing more in meetings.
 - 5 I advise you not to spend so long/I advise against spending so long chatting to colleagues.
 - 6 I suggest (that) you don't argue/I suggest not arguing with your boss so much.
 - 7 I recommend (that) you look/I recommend you to look/I recommend looking for another job!