Questions 168-171 refer to the following foreword of a book.

Starting Up

A Foreword by Michael Lawman

Starting Up is Anne Schubert's first nonfiction publication, tracing the events in her life that led her to become a successful businessperson. Schubert reminds us through her compelling life story that creating a start-up company is not something that one can do without planning. — [1] —. Sufficient time and hard work are both necessary to make one's own business profitable, and the process of how to do that is outlined in detail throughout this book.

Schubert discusses how even from a young age she had always thought herself something of an inventor. Trying to come up with original products that others would find useful in their daily lives gave her inspiration. — [2] —. She also had to overcome the multiple challenges that go along with promoting a new product and ultimately landed contracts to supply Venus Footwear and Constant Sports Equipment.

And it didn't take Schubert long to open a start-up company in Seattle called Swift World, which eventually led to her becoming CEO of Swift Enterprises International. Now with over 280 shoe stores across six different countries, we learn in the book how Schubert came from nearly nothing and developed Swift Enterprises into one of the nation's most lucrative retailers. — [3] —.

Not only is *Starting Up* incredibly insightful and educational for entrepreneurs, but it is an entertaining read with lots of personal stories about the highly competitive world of product development and retail. I've been fortunate enough to be Schubert's professional peer for many years and have benefitted a lot from her insight and intuition. — [4] —. Now, with *Starting Up*, you too can have a look inside Schubert's world of start-up success.

168. What is stated about *Starting Up*?

(A) It is on an international best-seller list.
(B) It motivated Mr. Lawman to pursue a career in business.
(C) It is about the career of an entrepreneur.
(D) It was published prior to the opening of Swift Enterprises.

169. What is mentioned about Swift World?

(A) It was developed in collaboration with a partner.
(B) It has seen its sales levels decline in recent years.
(C) It carries a wide selection of used sports products.
(D) It expanded globally after opening in Seattle.

170. What is suggested about Ms. Schubert?

(A) She has an educational background in marketing.
(B) She went to university with Mr. Lawman.
(C) She experienced success in retailing shoes.
(D) She plans to increase the number of her company's branches.

171. In which of the positions marked [1], [2], [3], and [4] does the following sentence best belong?

"However, she learned quickly that idea creation alone was simply not enough to bring a product to market."

(A) [1]
(B) [2]
(C) [3]
(D) [4]

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LIVEWORKSHEETS

Questions 172-175 refer to the following article.

A New Hotspot for Business Travel

The western Chinese city of Chengdu has, for a long time, been overshadowed by more famous eastern cities like Shanghai and Beijing. But with China increasingly becoming the world's economic powerhouse, cities like Chengdu are becoming important destinations for business travel. However, conference halls and boardrooms aren't the only things visitors should see in this amazing and attractive metropolis. If you have some spare time during your trip, why not go and see some of the sights?

- The panda sanctuary is the biggest draw for tourists in the city, and the only chance you'll have to see these wonderful and endangered creatures up close. English-speaking tour guides are available, and there are around 60 pandas including newborns. Note that the animals tend to be asleep between noon and 2 P.M. because of the heat. Due to its popularity, advance ticket purchases and reservations are recommended.
- Luodai Ancient Town is a region of Chengdu that has survived the demolition and development of recent decades. It contains a number of traditional houses, and local Sichuan street food is available at stalls. Bus and train services to Luodai are available, although the bus takes longer due to traffic.
- Mount Emei is located just outside Chengdu and is one of the most famous mountains of Chinese Buddhism. If you have an opportunity to go, take the cable car to the summit and enjoy a long but easy walk back down.
- If you have several days available, your hotel will be able to help you arrange a trip to some of the smaller Tibetan towns that surround the city. In these towns, you can ride horses, stay in traditional Tibetan accommodations, and visit the many temples and libraries.

All of these sights (except the Tibetan villages and Mount Emei) are easily accessed by a taxi from the center of the city, which should cost no more than 50RMB.

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172. Where would the article most likely appear?

(A) In a library brochure
(B) In a history text book
(C) In a travel magazine
(D) In a company newsletter

173. What does the article suggest about Chengdu?

(A) It has a large Tibetan population.
(B) It needs more tour agencies for international visitors.
(C) It hosts many professional meetings.
(D) It attracts more travelers than other nearby cities.

174. The word "overshadowed" in paragraph 1, line 1, is closest in meaning to

(A) enclosed
(B) dominated
(C) modified
(D) governed

175. What is NOT mentioned as an activity tourists can do?

(A) Trying the food in a nearby town
(B) Taking a train to a mountain area
(C) Observing animals with a tour guide
(D) Traveling to a historic area by bus

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LIVEWORKSHEETS

Questions 176-180 refer to the following advertisement and e-mail.

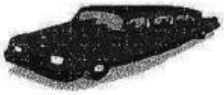
Sunfield Limousines
San Diego's Premier Limousine Service
Now Serving The Greater San Diego Area

Reservations are available
24 hours a day, 7 days a week, 365 days a year
via walk-ins, phone, or on our Web site.

Transportation is available to over 50 areas and
neighborhoods in the greater San Diego area.

We offer airport transport, wedding and special event services, and much more!

New low-mileage sedans, SUVs, stretch limousines, and party buses are available.



Contact one of our professionals now
to reserve your chauffeured ground transportation services today.

Special Deal For First-Time Customers
Enter coupon code **BN23X5** on www.sunfieldlimo.com
to receive 15 percent off your first limousine reservation.

Sunfield Limousines

35 Arroyo Drive I San Diego, CA 92093
www.sunfieldlimo.com I 555-7488
Check out our new mobile application: SunfieldApp!

TO: Henry Karrington <h_karrington@sunfieldlimo.com>
FROM: Fred Puccini <fpuccini6@farmail.net>
SUBJECT: Refund request
DATE: December 14

Dear Mr. Karrington,

I am writing to express my disappointment in your limousine services. As a first-time customer that was hoping to take advantage of your company's special discount offer, I am sorry to say that I experienced several issues with the service provided.

I had requested that a driver and stretch limousine meet some important visitors at the airport for Saturday, December 10. However, after waiting for nearly an hour in the arrivals area, nobody picked them up, and they were forced to call your company. They were informed that the car and driver were waiting at the domestic terminal instead of the international one. I clearly indicated in my reservation form that the flight would arrive at 6:30 P.M. in Terminal 1. Unfortunately, all of these delays meant our visitors waited around for an extra hour and a half.

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The driver then took our visitors to the Crown Diamond Airport Hotel instead of the branch located downtown. This added another 30 minutes to the trip. These visitors are potential investors in my company, and I was very embarrassed by their first impressions.

I booked and paid for a return trip from the Crown Diamond Hotel to the airport for December 16 at 10:45 A.M., but at this point I wish to cancel. And I would appreciate a refund for the return trip. You may send the funds to the corporate credit card used to pay for your services.

I hope to receive a response from you shortly. Please e-mail me a confirmation as soon as the refund is processed.

Sincerely,

Fred Puccini

176. What is stated about Sunfield Limousines in the advertisement?

(A) The driving area is restricted to suburban towns.
(B) Different types of vehicles are available to clients.
(C) Limousines can only be booked during certain seasons.
(D) Services are not provided on national holidays.

177. What is Sunfield Limousines now offering?

(A) A program for mobile devices
(B) Complimentary phone consultations
(C) Coupon books for returning customers
(D) A worldwide service

178. How did Mr. Puccini most likely make his reservation?

(A) By telephone
(B) In person at a store
(C) On a Web site
(D) Through a friend

179. What occurred on December 10?

(A) The Sunfield Limousines company sent a driver to the incorrect location.
(B) Mr. Puccini's clients were unable to reach an airport in time for a flight.
(C) Mr. Karrington's staff did not respond to telephone calls from visitors.
(D) The driver offered a small discount on driving services to make up for an error.

180. What is indicated about Mr. Puccini?

(A) He made a reservation on Saturday.
(B) He has no time in his schedule to meet some arriving guests.
(C) He came to an agreement with some corporate investors.
(D) He will not use Sunfield for the return trip.

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Questions 181-185 refer to the following notice and letter.

NOTICE: Upcoming maintenance

Posted on May 1

County Line Bank's mission is to do everything we can to earn the trust and respect of our customers. We extend that mission to our online services as well. To do this, we must continually update our computer systems and software. Unfortunately, making these necessary improvements requires that we shut down parts of our online banking services for short periods of time.

In this regard, on May 22 from 5 P.M. to 10 P.M, some online banking features will become temporarily unavailable. During this time, customers will be unable to check balances, pay bills, transfer money, stop payments, or deposit money for checking and savings accounts registered on our online system.

We apologize for any inconvenience this may cause you. To take care of time-sensitive transactions during the shutdown period, you may call our 24-hour customer service line at 1-800-555-3278. You will be required to provide your account number and may also be asked security questions to verify your identity. Alternatively, you may conduct all regular transactions available through any automated teller machine or visit any County Line branch for personal service from one of our professional tellers. Thank you for your patience and your continued business.

May 8

County Line Bank Headquarters
Mr. Roger Black
950 Crestside Drive
St. Louis, MO 63112

Dear Mr. Black,

I am an account engineer with Datup Solutions, specializing in online systems. I have learned that you are the director of information technology for County Line Bank. I would like to discuss briefly with you how our company is helping clients like you to minimize their system downtime.

Datup recognizes the financial consequences for companies or institutions who regularly have to take parts of their systems offline for maintenance, as your bank does with its site. With this in mind, Datup's main business focus has always been to keep systems running during upgrades and upkeep. We have been successfully helping financial institutions, insurance firms, and online retail companies do exactly that for four years now, with most clients reporting substantial returns on their investments.

If you are interested, I would like to meet with you and any other key personnel related to your system's operations. Ideally, it would be a good idea to have an appointment one week before your upgrade takes place. We can review the bank's current system, and my associate Michaela Owens and I can explain to you face-to-face how Datup can help to improve the situation. We are available to meet with you any day this week apart from Thursday, which is the day of a company conference. And you can also select any time between 8 A.M. and 7 P.M. Please call me at 555-6420 to make arrangements.

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I do look forward to meeting with you and possibly working together with you and County Line Bank in the future.

Sincerely,

Jason Richards
Datup account engineer

181. For whom is the notice most likely intended?

(A) Staff members at a bank
(B) A team of maintenance crew members
(C) A financial institution's clients
(D) A company's software developers

182. What is stated about the upcoming maintenance work?

(A) It is carried out on all bank systems on a monthly basis.
(B) It will not affect the operation of automated teller machines.
(C) It will take an entire day for technicians to complete it.
(D) An outside service team has been hired to deal with it.

183. What most likely is Datup Solutions?

(A) A computer repair center
(B) A corporate equipment retailer
(C) An information technology company
(D) A conference organizer

184. What is mentioned about Datup Solutions?

(A) It offers free assessments to clients using its maintenance programs.
(B) It is developing an operating system for computers.
(C) It regularly participates in technology conferences.
(D) It has an online retailer as a client.

185. What does Mr. Richards want to do?

(A) Dispatch an assistant to perform an inspection
(B) Meet with Mr. Black sometime before May 22
(C) Hold a conference call on the coming Thursday
(D) Send a job application form to County Line Bank's headquarters

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