

Progress Test 2 (Units 5–8)

Listening

 **Simon Harper runs an office design consultancy. He has asked Matthew Clements to come and meet him in his office. Listen to their conversation and choose the best answer, a, b or c, to each of these questions (1–10).**

- 1 At the start of the conversation, Matthew ...
 - a) pays Simon a compliment.
 - b) comments that he's pleased to have been invited.
 - c) remarks that he hasn't been to Simon's office before.
- 2 They discuss the fact that ...
 - a) business opportunities are good at present.
 - b) the economic climate is getting worse.
 - c) business has been slow, but should improve soon.
- 3 Matthew is ...
 - a) an old friend of Simon's.
 - b) a potential investor in Simon's company.
 - c) also in the office design business.
- 4 According to Simon, what do they have in common?
 - a) They're both good at what they do, but are struggling to win business.
 - b) They've each made a success of their respective businesses.
 - c) They've both been in business for a long time and understand the problems.
- 5 Simon announces that ...
 - a) he's been offered a very big contract.
 - b) he has the opportunity to bid for a very big contract.
 - c) he failed to win a big contract because his firm is too small.
- 6 What does he propose to Matthew?
 - a) a partnership
 - b) a joint venture
 - c) equity in his business in return for capital investment
- 7 Matthew's initial response ...
 - a) is positive.
 - b) is negative.
 - c) expresses reservations.
- 8 Matthew says he will only consider the proposal if ...
 - a) Simon gives him overall control.
 - b) they have equal control.
 - c) his team is in favour.
- 9 Simon ...
 - a) agrees to Matthew's demand.
 - b) asks Matthew for a commitment.
 - c) postpones discussion till later.
- 10 At the end of the conversation, Matthew asks for ...
 - a) more information.
 - b) time to think.
 - c) a proposal in writing.

Vocabulary**A Finance and banking**

Complete the gaps in the text below (11–20) with appropriate words from the box. There are two words you will not need.

bankrupt creditors debtors equity holdings liquidation
repayments rescue restructure shareholders wiped out
write off

Viatunnel in debt crisis

Viatunnel owes its¹¹ £6.4 billion and risks going into¹² if a¹³ plan cannot be agreed soon. Despite months of negotiations, the company has failed to come up with a deal to¹⁴ its debt. Banks are seeking to swap debt for¹⁵, but Viatunnel Chairman, Jean-Marie Crété, has told¹⁶ that he will not agree to terms which could see their¹⁷ reduced in value or¹⁸ by the banks. Instead, he wants lenders to agree to¹⁹ two-thirds of the debt to give the company a chance of long-term survival. Capital²⁰ are due in full in two years' time.

B Employment

Match these words (21–28) with their definitions (a–h).

- 21 hour-glass economy
- 22 absenteeism
- 23 casual labour
- 24 migrant worker
- 25 attrition rate
- 26 revolving-door culture
- 27 freelancer
- 28 shift work

- a) where a high turnover of staff is common
- b) someone who works for several different companies
- c) the problem of employees taking sick leave
- d) a system where groups of workers work at different times of the day and night
- e) someone who moves to a different country or area to find work
- f) the percentage of workers who leave their job for normal reasons
- g) workers employed on a temporary basis
- h) large numbers of skilled workers and unskilled workers but few people in middle occupations

C Language of trends

Choose a word or phrase from the box to replace each of the underlined phrases in the sentences below (29–35).

pared back	plummeted	poured	slipped	soared
sank into the red	tripled			

- 29 Property prices have increased by 300 per cent since 1990.
- 30 The price of copper fell slightly during today's trading.
- 31 Demand for petrol has surged following fears that there could be shortages.
- 32 The airline's share price took a sharp dive yesterday.
- 33 As profits turned to loss, the mood became despondent.
- 34 Investment flowed into technology shares, showing signs of fresh optimism.
- 35 The company has gradually cut its production costs over the last year.

Language**A Inversion**

Rewrite each of these sentences (36–41), starting with the word(s) given.

- 36 We created a hugely successful product and also won an award for its design.
Not only
- 37 I had no sooner returned from my trip to New York than I got an e-mail asking me to go back there.
No sooner
- 38 When they looked at the invoice again, they realised they had made a mistake.
Only when
- 39 You should not disclose this information to anyone.
On no account
- 40 They had hardly finished recruiting new workers when news of the closure was announced.
Hardly
- 41 I have rarely seen such a badly prepared presentation.
Rarely

B Conditionals

A consultant negotiates his contract with a client. Choose the best answer, a, b or c, to complete each gap in the dialogue (42–51).

Consultant: I've read through the contract, and there is no mention of an advance payment. If ⁴² add a provision for this, I would be happy to accept the other terms.

Client: An advance payment isn't provided for in our standard contract. ⁴³ you were going to ask for an advance payment, we could have added it in.

Consultant: Unfortunately, it's my policy never to take on work ⁴⁴ an advance.

Client: The problem is that it's going to cause delays if we alter the terms. It means we have to go to our legal department and ask them to redraft. We could have a problem issuing a new contract in time if you ⁴⁵ on this.

Consultant: And my problem is that I'll have a number of expenses when I start the work. I'll have to cover these myself if there ⁴⁶ any advance.

Client: I can understand that. But maybe we can find a solution. ⁴⁷ help if we could bring forward the first payment?

Consultant: How soon would you be able to make the first payment if we ⁴⁸ that?

Client: If we authorise payment as soon as the contract has been signed by everyone, ⁴⁹ receive it about a week to ten days later.

Consultant: If you ⁵⁰ guarantee the first payment within a week of my starting work, I think I'd agree to that.

Client: If you ⁵¹ the contract today, I can get the ball rolling.

- | | | |
|-----------------------|----------------------|---------------------------|
| 42 a) you would | b) you were to | c) were you to |
| 43 a) Had we known | b) If we knew | c) If we would have known |
| 44 a) unless there is | b) if there were not | c) if there won't be |
| 45 a) will insist | b) insisted | c) insist |
| 46 a) isn't | b) wouldn't be | c) couldn't be |
| 47 a) Could it | b) Would it | c) Does it |
| 48 a) would do | b) did | c) will do |
| 49 a) you should | b) should you | c) you can |
| 50 a) may | b) might | c) could |
| 51 a) signed | b) were to sign | c) sign |

Skills

Complete each of the gaps in this introduction to a presentation (52–61) using ONE suitable word. The first letter of each word is given.

Good morning. My name's Louise Phipps and I'm an ethical management consultant. It's my great p..... ⁵² to be here with you today to t..... ⁵³ about ethical management practice. The a..... ⁵⁴ of this presentation is to d..... ⁵⁵ an approach to management that takes social responsibility into account. As I'm sure you'll a..... ⁵⁶, ethical management is not only a matter of behaving responsibly towards staff inside the company, it is also about responsibility to the outside world: the wider community and the environment. So I've divided my talk into three p..... ⁵⁷. I'll start by l..... ⁵⁸ at ethical staff management. Then I'll m..... ⁵⁹ on to talk about responsibility for the environment. And l..... ⁶⁰, I'll be examining the corporate role in society. Please feel free to i..... ⁶¹ at any time if you have any questions.

Reading

A Read the article *A new age of social responsibility* and answer the questions (62–66).

A new age of social responsibility

by Michael Skapinker

Scepticism is usually in order when companies boast how socially responsible they are, but Nike's decision to publish its entire list of contract manufacturers on the Internet is harder to dismiss. Nike's move opens a new front in companies' efforts to engage with their critics.

As Nike states in its latest corporate responsibility report, it is often hard to establish precisely what is happening at the 800-odd factories that make its footwear and clothing under contract. Many of the factories are remote, and some employ over 10,000 people. While factories receive visits both from Nike monitors and from the US-based Fair Labor Association, the company concedes the process 'is at times an overwhelming and incomplete body of work'.

Nike is hoping other companies will publish their factory lists, too. Hannah Jones, Nike's vice-president for corporate responsibility, says Nike would like to see the best-run contract factories using their status as suppliers to the big brands to bid for more work.

Nike's approach moves corporate responsibility into its third age. The first age was corporate philanthropy – companies donating money to various community projects. The \$170m that Wal-Mart gave in charitable donations last year is a good example of first-age corporate responsibility. Of course, some critics oppose even this form of corporate largesse, arguing that companies should concentrate on making profits

and paying dividends, leaving it to shareholders to decide what charitable donations to make.

Corporate responsibility's second age was reputation management and risk avoidance. Second-age corporate responsibility advocates say knowing what is on campaigners' minds is as important to a company's health as protecting it from fraud. An activists' campaign that attracts public support can do huge damage to a company and its shareholders. Many now believe engagement with the wider community can alert a company to future risks. It is also a means of building up a store of goodwill to draw on if the company's reputation is ever threatened.

Nike is now trying to go a stage further. The company says it sees corporate responsibility as a way of improving its performance rather than just protecting its reputation. Factories that ensure workers are registered for social-security benefits often become more productive as a result. Attention to one aspect of staff management often leads to improvement in others.

If other companies publish supplier lists, they can together devise common standards, Nike says. At present, different companies have different standards, which makes life difficult for the many factories that manufacture for more than one brand. If other companies published their manufacturing sites, they could devise common standards and save money by relying on one another's inspections.

FINANCIAL TIMES

- 62 What did Nike do to move corporate responsibility into its 'third age'?
- made large donations to charities
 - published a full list of its contract manufacturers on the Net
 - ensured that all workers in contract manufacturers receive social-security benefits
 - set new standards for contract manufacturers
- 63 What kinds of actions are described in the article as 'the second age of corporate responsibility'?
- offering money to community groups
 - communicating with the public and taking steps to avoid criticism
 - changing the focus of publicity campaigns
 - offering shareholders the chance to vote on charity donations

- 64 Monitoring employment practice at contract manufacturers is difficult because ...
(Tick all the reasons mentioned in the article.)
- a) the factories are often far away.
 - b) some factories are very large.
 - c) there is no official body authorised to carry out inspections.
 - d) contract manufacturers often don't grant access to their factories.
 - e) many manufacturers produce for more than one brand.
 - f) it is expensive to carry out inspections.
 - g) there are no common standards.
 - h) there is a shortage of people willing to do the job.
- 65 What does Nike hope to achieve from its action?
(Tick all the reasons mentioned in the article.)
- a) earn a good reputation as a socially responsible company
 - b) set a trend for other companies to follow
 - c) protect the company from fraud
 - d) protect itself against campaigns from activists
 - e) enable common standards to be set
 - f) cut costs and improve performance
 - g) force contract manufacturers to improve
- 66 What effect could Nike's action have on its contract manufacturers?
- a) Campaigners may demonstrate outside their factories.
 - b) They are likely to be inspected more often.
 - c) They will find it harder to get business from other brands.
 - d) They will get a good reputation as Nike suppliers.

B Answer these questions (67–69) about cohesive devices.

- 67 What does *their* refer to (line 21)?
- 68 What does *it* refer to (line 43)?
- 69 What does *others* refer to (line 53)?

Writing

Your company is going to hire an external consultant, Louis Trimble, to carry out time-management consultancy at your offices. During a telephone call, you agree the following terms and conditions for the work:

Consultant's visit: four days, 25th–28th September

Report: due by 21st October

Fee: \$7,500 (payable 30 days after receiving report)

Expenses:

- travel: maximum \$450 can be refunded (need receipts)
- accommodation: your company to book and pay the hotel
- daily allowance: \$150 (for meals, local travel)

Write a polite, formal e-mail of 150–200 words to Louis Trimble setting out these conditions and ask him to confirm his acceptance of them. Use an appropriate beginning and ending for your e-mail.