

A Complete each set of sentences with the same word.

- 1 Successful companies are able to *draw* on the talents of the best people they can find – whether they employ them or not.
I still need to to *draw* up a brief agenda for tomorrow's meeting.
Can I to *draw* your attention to the second graph?
- 2 This year's of growth is expected to be twice that of last year.
According to many surveys, the job satisfaction is as high as 76 per cent.
Observers say Indian companies are ready to accept a lower of return than western companies in order to secure a strategic asset.
- 3 Their salaries from €65,000 to €90,000.
The majority of their customers are in the 17–25 age
For over 50 years, Ross & Franks has served a wide of customer needs from food to furniture, clothes to car insurance.
- 4 TCB Engineering's annual showed a loss last year of €2 million.
It's important that our marketing strategy focuses on multiple key areas, including food, which for 30 per cent of our turnover.
We haven't researched it ourselves, but Central Asia is a promising market by all
- 5 Mayer is fighting to weaken Renco's on 45 per cent of the specialty chemicals market.
Owing to insufficient funding, the project had to be put on
We're going to a meeting to brainstorm a new marketing strategy for R&F.
- 6 It seems that, quite often, the oil price has only a temporary effect on consumer
In the booming 1990s Marconi went on a spree to buy up various telco equipment companies.
The survey shows that many highly qualified women have non-linear careers, part of them in jobs with reduced hours or responsibility.
- 7 Consultants predict that most companies' growth levels are unlikely to 10 per cent.
India has managed to a \$40bn agreement to import LNG from Iran.
With that new order, we now think this year's sales budget is within our
- 8 As their strategy was going nowhere, they decided to tack.
I only had about three euros in small
Well-run businesses are alive to social and shifting customer preferences.
- 9 As our bank is a provider of funding, the return for us is merely the interest that we are paid on the loan.
Dave was so heavily in that he had to sell off his house and car.
Although national levels have dropped, Brazil still depends on foreign savings to finance itself.

B Match a word from box A with a word from box B to complete the sentences below.

A	B
company	care
economic	advantage
mission	culture
staff	turnover
strategic	statement
competitive	planning
customer	outlook

- The Chief Executive of Google is adamant that the company culture, which allows engineers freedom to create new products and services, will not change.
- High-trust organisations benefit from better communications, higher efficiency, greater employee commitment and lower
- Companies do need a strategy for growth, even in periods of recession, in order to ensure a healthy recovery and gain a over their rivals.
- Long-term is essential for any company: it plots where the company wants to go and how it's going to get there.
- We need a new strategy because the world has changed, markets are unpredictable and the is uncertain.
- To manage the expected increase in support calls after it launched the Xperia X1 smartphone, Sony Ericsson created a dedicated phone number specifically for those users.
- A is meant to communicate an organisation's aims to customers, employees and shareholders.

C Complete the extract from a chairman's letter to shareholders with verbs from the box.

increased added implemented issued
~~marked~~ named remained strengthened

This past year has been marked¹ by many achievements that, as a result of the hard work and dedication of our employees, led us to become a truly multi-dimensional company with expanded products and services that provide new opportunities for continued growth.

Here are some details of our achievements:

Strategic acquisitions

We completed two strategic acquisitions that have significantly² to our revenue opportunities.

We broadened our product offering.

Financial and operating performance

We³ both operating profit and net income.

We⁴ our balance sheet.

We⁵ profitable while absorbing acquisition and integration costs.

Corporate communication and visibility

We⁶ a large number of press releases to provide key news on our progress.

We⁷ a more proactive investor communications strategy.

We were⁸ by Aubert & Stein as one of the 10 fastest growing technology companies in the region.

A

For each sentence, indicate in which of the underlined items there is a mistake, then write the correction in the table below. The first one has been done for you.

- Business intelligence has been part of^(a) the enterprise software landscape for as long as 30 years but, unlike other^(b) key business software markets, they have^(c) been slow to mature.
- The strategic planning is being^(a) led by two vice-chairmen, Tom Muller and Dan Roberts, each of who^(b) is regarded as a prime candidate to lead^(c) the company, along with^(d) chief counsel Anne Costello.
- The company's plans to cut^(a) its sales force have already been presented to its board^(b) of directors and are been fine-tuned^(c) in readiness for next week's announcement.
- Financial analysts called for^(a) heavy cost-cutting in administration and a moderate reduction of the sales force, argued that^(b) such measures could save the company up^(c) to \$2bn over the next five years.
- While^(a) senior executives talk about retooling the company, i.e., changing sales practices and using^(b) technology to become closer to^(c) the customer, a less radical package of measures are expected^(d) on Tuesday.
- Although most^(a) of the enterprise software and infrastructure vendors do not break down revenues by individual product lines, the importance of business intelligence on the enterprise^(b) software companies cannot be overstated^(c).

Sentence	Incorrect item	Correction
1 (c) <i>it has</i>
2
3
4
5
6

B

Complete the second sentence in each pair so that it has approximately the same meaning as the first sentence. Use between *three* and *five* words, including the word given.

- Providing that no one is too critical, people generally feel comfortable about being creative. (condition)
People generally feel comfortable about being creative on condition that..... no one is too critical.
- It is better not to raise the issue of advertising costs at the meeting. (brought)
The issue of advertising costs should at the meeting.
- That our new strategy is going nowhere is something that must be recognised and dealt with. (face)
We must that our new strategy is going nowhere.
- It lies with the manager to evaluate the project proposals. (responsibility)
Evaluating the project proposals

- 5 The number of men promoted to head of department was double that of women. (twice)
There were promoted to head of department as women.
- 6 Our competitor's strategy is a lot more effective than ours. (nearly)
Our strategy as our competitor's.
- 7 There were no problems whatsoever during the initial phase of the negotiations. (plan)
Everything during the initial phase of the negotiations.
- 8 The strategy will not succeed unless it is carefully planned. (essential)
Careful the success of the strategy.
- 9 I regret not taking their advice. (only)
If their advice.
- 10 Our currency should be revalued at last. (time)
It is revalued.

C Read the passage below about the need for a new type of marketing strategy in Japan.

- In most of the lines 1–13 there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick in the space provided.
- If there is an **extra word** in the line, write that word in the space provided.

Yayoi, a 24-year-old who works in an office at a Japanese company, is obsessed with stars. In a homemade video, she shows off her star candles, a star brooch and even of an ear cleaner adorned with a star charm. For her, when it comes up to stars, money is no object. In Japan, there is a name for such a product to fanatic: *otaku*. Increasingly, these individuals are regarded as a normal – if not necessary – component of Japan's cultural fabric. Advertisers and marketers are waking up early to the innumerable young people who belong to subcultures and have a great deal of the money to spend on items they feel help define their lifestyle. Japan has become a very hotbed for youth trends that influence a young people throughout the world. In addition, there have been important structural shifts in the youth market. The breakdown of the lifetime and employment system has given rise to a category of young adults dubbed *freeters* in the media. *Freeters* may or may not have attended to college but they do hold down a number of part-time jobs while pursuing their dreams – whether as a guitarist in a punk band or if studying to be a beautician.

- 1 ✓
- 2 of
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13

A**Complete the mission statements with items from the box.**

of advancing and applying
 helping individuals, businesses and communities
 considers the environment
 strives to be the global leader
 to offer
 make the most of

- 1 adidas Group in the sporting goods industry with sports brands built on a passion for sports and a sporting lifestyle. (adidas Group)
- 2 To experience the joy technology for the benefit of the public. (Sony)
- 3 Ikea's mission is a wide range of home furnishing items of good design and function, excellent quality and durability, at prices so low that the majority of people can afford to buy them. (Ikea)
- 4 Nokia will empower everyone to share and their life by offering irresistible personal experiences. (Nokia)
- 5 Our vision is to be the world's mobile communications leader – enriching customers' lives, be more connected in a mobile world. (Vodafone)
- 6 Delivering energy in a way that provides social benefits and (Shell Oman)

B**Complete each sentence with the best linker.**

- 1 They were fiercely debating the issue of growth. **a**, their discussion never got out of hand.
 a) However b) Despite c) Besides
- 2 KPC Systems remains a substantial force., there are signs that its market value is shrinking.
 a) Even though b) In addition c) On the other hand
- 3 a difficult operating environment in some of our key businesses, our performance improved significantly.
 a) Nevertheless b) Despite c) However
- 4 Their sales of cosmetics began to decline as fewer women purchased products sold door-to-door., their cosmetics had little appeal with teenagers.
 a) However b) In addition c) On the other hand
- 5 the Middle East, the West has now discovered another obsession: the rising power of China.
 a) Furthermore b) Although c) Besides
- 6 we are very positive about the potential of the Angolan operations, we remain extremely cautious in our approach.
 a) Even though b) However c) In addition
- 7 It has been a difficult year., earnings per share increased by 15 per cent.
 a) Nevertheless b) Besides c) Although
- 8 Our efficiency has earned us a place among the top ten software companies in this country., investors appear to have full confidence in our capacity to grow our business.
 a) Yet b) However c) Furthermore

C 🎧 26 Listen to how certain sounds are linked together in these phrases.

- | | |
|----------------|-------------------|
| 1 my_office | 4 we_agreed |
| 2 try_again | 5 pay_off |
| 3 they_arrived | 6 free_enterprise |

Explanation

If a word ends in /i:/, /aɪ/ or /eɪ/ and the next word begins with a vowel sound, we often add /j/ to link them when we speak quickly. For example, *my office* becomes /maɪjɒfɪs/, *they arrived* becomes /ðeɪjəraɪvd/, etc.

D 🎧 27 Indicate where similar links could be made in these sentences. Then listen to check your answers.

- 1 They agreed to come to my office.
- 2 Would May or June be all right?
- 3 Let's try again in a day or two.

🎧 27 Listen again and practise each sentence after you hear it.

E 🎧 28 Listen to how Speaker B highlights the word which is most significant in the context.

- 1 A: The team members aren't particularly cooperative.
B: But they are creative.
- 2 A: The team members aren't particularly creative.
B: But they are creative.

F Underline the words Speaker B will highlight in these conversations.

- 1 A: Thanks for that book on strategic planning. Great stuff!
B: I thought you'd like it.
- 2 A: That book isn't worth the paper it's printed on.
B: I thought you'd like it.
- 3 A: The management can't be held responsible for this failure.
B: Well, I believe the management is responsible.
- 4 A: Who would you say is to blame for this failure?
B: Well, I believe the management is responsible.
- 5 A: Do they show any cynicism about the idea?
B: Yeah. I find them very cynical.
- 6 A: So you're disappointed with our new team members?
B: Yeah. I find them very cynical.
- 7 A: Does the new product appeal to teenagers?
B: I'm afraid it has no appeal to teenagers.
- 8 A: Which segment doesn't find our new product appealing, then?
B: I'm afraid it has no appeal to teenagers.

🎧 29 Listen to check your answers. Then listen again and take Speaker B's role.