

Exit test (General review)

LISTENING

Listen to the telephone conversation. Robert is planning to make a business trip to see David. Complete David's notes.

Track 8

Robert's visit next (0) month

Mon 16 Apr

– arriving at (1) _____

Tue 17 Apr

– visit the (2) _____ in the morning

– meet the (3) _____ in the afternoon

– go (4) _____ in the evening – Robert will bring some (5) _____ to show

Wed 18 Apr

– Eugene wants to discuss (6) _____

– Robert wants to talk with Eugene about next year's (7) _____ and the plans for (8) _____

Thus 19 Apr

– Flight at (9) _____

Next action: Robert will e-mail (10) _____

VOCABULARY

A Choose the best words to complete the text.

Karina is (0)(Mexico / Mexican) but she lives and works in London. She started her job last year, (11)(in / at) April. She loves her work. She sells special-interest holidays. It's (12)(an export / a niche) market and she really enjoys the work of planning specialised tours for clients. The company is very small. It (13)(employs / supplies) only four people and they all work in one office. This makes (14)(print / face-to-face) communication very easy. They can talk to each other at any time.

Next week, she's moving to a new flat because her old one is (15)(too far / far enough) from the office. She's a very (16)(punctual / practical) person – she likes to be on time – and the long journey to work was difficult. She had a lot of problems with train and bus delays. She's also buying some new furniture for the flat. She doesn't have a lot of money so she paid a (17)(deposit / deal) of ten per cent and she'll make monthly payments. The furniture will be delivered next week.

B Complete the conversations with words and phrases from the box.

a sales conference	a tip	a workforce	an order	annual leave
booking		stock	the receipt	

Conversation 1

A Kevin has organised (0)_____ *a sales conference* _____ for 25th–26th July.

B I know. And I'm planning to return from my holiday on 27th July!

A Oh, no. Can you change your holiday (18)_____ ?

B I'm not sure.

Conversation 2

A How big is your company?

B Big! It has (19)_____ of about 18,000 people.

A How much (20)_____ do you get each year?

B Three weeks.

Conversation 3

A I'd like to place (21)_____ for 100 boxes of item 20091. Are the goods in (22)_____ ?

B Yes, they are.

Conversation 4

A Do you have (23)_____ from dinner last night? I need it for my expense records.

B Yes, here it is.

A Did you leave (24)_____ for the waiter?

B No, I didn't. I thought you did!

LANGUAGE

A Choose the best word or phrase – a, b or c – to complete the sentences.

0 Dirk isn't Italian.

a) isn't b) aren't c) am not

25 A _____ are you from?

B _____ Japan.

a) What b) Where c) Who

26 _____ Ricardo drive to work?

a) Is b) Do c) Does

27 Oscar _____ from home.

a) sometime work

b) works sometimes

c) sometimes works

28 Mr Albert _____ to meetings.

a) doesn't go b) not go c) isn't go

29 This office building _____ a meeting room.

a) not have b) doesn't have c) hasn't

30 A Can Yusuf speak German?

B Yes, _____ .

a) can he b) can c) he can

B Complete the extract of a phone conversation with the correct form of the verbs in brackets.

A When (0) did you arrive (you arrive) in Thailand?

B Yesterday. My flight (31) _____ (land) at about three o'clock in the afternoon.

A And what (32) _____ (you do) now?

B Well, it (33) _____ (be) nine in the morning here now. I

(34) _____ (have) my breakfast and now I (35) _____

(wait) for a taxi. In fact, the taxi is here now! I (36) _____ (call) you later, OK?

C Complete the conversations with words and phrases from the box.

a little	are	aren't	ean	can't	don't	should
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Conversation 1

A (0) Can you speak Japanese?

B No, I (37) _____ .

Conversation 2

A (38) _____ there any visitors in the office today?

B No, there (39) _____ .

Conversation 3

A How much is the RX-100?

B It's (40) _____ more expensive than the RX-90.

Conversation 4

A Do you think we (41) _____ talk to Ramon?

B No, I (42) _____ .

SKILLS

A Match the sentences with the responses.

0—c

- 0 How about a cup of tea?
- 43 Do you like football?
- 44 Can I speak to Jorge Ramos, please?
- 45 Is there a car park?
- 46 My suggestion is to go for a cocktail.
- 47 Why don't you buy a self-study course?
- 48 What do you think?
- 49 There's something I'd like to talk to you about.
- 50 What day suits you?
- 51 What did you learn from your last job?

- a) Yes, there is.
- b) OK, I'll take a look at one.
- c) Yes, please.
- d) I learned how to be patient.
- e) OK. What is it?
- f) Yes, I do.
- g) How about Wednesday?
- h) I think we need to target young people.
- i) That's a great idea.
- j) I'm afraid he isn't in the office today.

B Complete the conversations with the phrases (a–j).

- a) What's
- b) My subject today is
- c) One thing we could do is
- d) I think
- e) ~~I have a problem with~~
- f) I really enjoy
- g) I'm afraid I can't make
- h) What about using
- i) I need some
- j) Can I have your

- 0 A I have a problem with my new camera.
 B Oh dear. I'm sorry to hear that.
- 52 A credit card details, please?
 B It's a MasterCard. The number is ...
- 53 A Pascal's is the best restaurant. The food is delicious.
 B Yes, I agree. The food is great.
- 54 A the target market?
 B It's aimed at stylish young men who want to look good.
- 55 A training to do my job properly.
 B I'm sorry. It's just not possible.
- 56 A social networking sites?
 B I'm not sure that's a good idea.
- 57 A What are you going to talk about?
 B our new product line.
- 58 A Is 25th May OK for you?
 B 25th May.
- 59 A There's a problem with Astrid.
 B I agree. talk to her.
- 60 A What do you do in your free time?
 B sports.

READING

Read the article and decide if the statements are true or false.

- 0 Management styles haven't changed much in the past fifty years. *False*
- 61 The biggest problem for 21st-century managers is controlling employees.
- 62 In the 21st century, power comes from doing good work.
- 63 Microsoft is a good example of 20th-century management style.
- 64 At Microsoft, managers watch workers' hours very carefully.
- 65 It's important for managers to get to know different types of people.
- 66 Making decisions is one of the main jobs of a 21st-century manager.
- 67 Good managers understand their teams' thoughts and feelings.
- 68 Global managers should try to ignore cultural issues as much as possible.
- 69 For Gary Kildare, respect is more important than speaking a lot of languages.
- 70 Face-to-face communication is the most important part of 21st-century management.

Turning bosses into cross-cultural coaches

In the 20th century, managers often worked to control employees. But 21st-century management has different rules. Twenty-first century managers should prepare to be coaches rather than bosses. They should influence and work with their team rather than control it.

Some experts believe that, in the 21st century, people will have power in the workplace because of what they do, not because they have the word 'manager' in their job title.

The Microsoft office near Amsterdam is a good example of this style of work. Managers here don't

control workers, they trust them. Managers don't count the hours that workers spend in the office, they look at the work that employees produce.

Management experts recommend that managers should spend time with colleagues from different backgrounds. The manager of the future will be a coach who helps the team succeed, not the person who makes all the decisions. Coaching a team requires an understanding of the motivations and experience of the people in the team.

Cultural sensitivity is very important in managing global teams,

says Gary Kildare, a vice-president of human resources at IBM, the technology group. 'You can't speak 20 languages but you can respect everyone's culture. In some cultures people are quiet, in others they are not,' he says. 'It is about treating and respecting everyone as an individual.'

Regular communication is essential. 'It can take longer to build trusting relationships because you don't always have that face-to-face contact with people.'

FT

WRITING

You had a meeting with your colleagues to make plans for visitors from the Spanish sales office. Use the programme and notes to write an informal e-mail report of the meeting. Write 100–120 words.

Time	Programme	Notes
9.00 a.m.	Spanish team arrives at factory	<i>Who's going to arrange their taxi from the hotel? – Simon</i>
9.30 a.m.	Coffee and informal talk	<i>Who should come? – the sales team</i>
10.15 a.m.	Meeting	<i>Who should lead the meeting? – Eleanor</i>
1.00 p.m.	Lunch	<i>Company restaurant or local Chinese restaurant? – Company restaurant</i>
Afternoon	Factory tour	<i>Who will lead tour? – Frederick</i>
4.15 p.m.	Question-and-answer time and coffee	<i>Who will lead this? – Corinne</i>
6.00 p.m.	Spanish team return to hotel before evening activities	<i>Who will organise the evening activities? – Eduardo</i>

Subject: Visit from the Spanish sales office

Dear team

In our meeting earlier today, we discussed the programme for the visit and agreed the following. Simon ...