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ФИО: Цветков Николай Александрович  
Должность: Ректор  
Дата подписания: 23.01.2025 18:12:28  
Уникальный программный ключ:  
858e6298f3889af733af85d4170378d0a7d270e9

  
MIRBIS

**Автономная некоммерческая организация высшего  
образования «Московская международная высшая школа  
бизнеса «МИРБИС» (Институт)  
(Институт МИРБИС)**

**ОДОБРЕНО**  
Решением Ученого совета  
от 25.05.2023 протокол № 9

**УТВЕРЖДАЮ**  
Ректор  
\_\_\_\_\_ Н.А. Цветков  
«25» мая 2023 г.

**РАБОЧАЯ ПРОГРАММА УЧЕБНОЙ ДИСЦИПЛИНЫ  
Б1.О.05 БИЗНЕС-АНГЛИЙСКИЙ**

Направление подготовки: **38.04.02 Менеджмент**

Направленность (профиль) программы: **Управление проектами**  
Уровень: высшее образование - **магистратура**  
Форма обучения: **очная**

Москва 2023

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**Аннотация**  
**к рабочей программе дисциплины**  
**Б1.О.05 Бизнес-английский**

Направление подготовки	38.04.02 Менеджмент
Профиль подготовки	Управление проектами
Семестр(ы) изучения	1, 2
Количество зачетных единиц	6
Форма промежуточной аттестации	Зачет, Экзамен

**1. Цель и задачи дисциплины**

Целью освоения учебной дисциплины «Бизнес-английский» является развитие способности к самоорганизации, деловому и межкультурному общению. Предлагаемый курс направлен на овладение студентами необходимым уровнем иноязычной коммуникативной компетенции для решения социально-коммуникативных и профессионально-ориентированных задач в области академической и трудовой самореализации

**Задачи освоения дисциплины:**

- формирование у магистрантов системных (способность использовать теоретический язык знаний к анализу конкретных ситуаций);
- умение организовывать беседы, включая переговоры в многоязычной среде;
- способность к работе в международных организациях);
- формирование у магистрантов коммуникационных компетенций (получение, понимание и анализ информации профессионального характера;
- способность осуществлять перевод деловой беседы с использованием понятийного аппарата);
- перевод специальных текстов профессиональной направленности с русского языка на английский;
- использование иностранного языка как инструмента для профессионального развития;
- публичные выступления на профессиональные темы.

**2. Перечень планируемых результатов обучения, соотнесенных с планируемыми результатами освоения образовательной программы:**

Код компетенции результаты освоения ООП (содержание компетенций)	Перечень планируемых результатов обучения по дисциплине		Виды учебной работы, способствующие формированию и развитию компетенции
УК-4 Способен применять современные коммуникативные технологии, в том числе на иностранном(ых)	УК–4.1 Выбирает технологии межличностного делового общения на языке общения с применением профессиональных	Знает особенности академического и профессионального делового общения, учитывает их в профессиональной деятельности Умеет применять вербальные	<u>Контактная работа:</u> Практические занятия <u>Самостоятельная работа</u>

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<p>языке(ах), для академического и профессионального взаимодействия</p>	<p>языковых форм и средств УК–4.2 Составляет, переводит с иностранного языка на государственный язык РФ и с государственного языка РФ на иностранный, а также редактирует различные академические тексты (рефераты, эссе, обзоры, статьи и т.д.), в т.ч. на иностранном языке</p>	<p>и невербальные средства взаимодействия в профессиональной деятельности Владеет современными коммуникативными технологиями при поиске и использовании необходимой информации для академического и профессионального общения</p>	
<p>УК-5 Способен анализировать и учитывать разнообразие культур в процессе межкультурного взаимодействия</p>	<p>УК–5.1 Демонстрирует понимание особенностей различных культур и наций при выполнении профессиональных задач УК–5.2 Выстраивает профессиональное взаимодействие с учетом анализа особенностей поведения и мотивации людей различного социального и культурного происхождения</p>	<p>Знает основы культуры и традиций стран изучаемого языка, правила делового этикета; межкультурные особенности ведения бизнеса в мире Умеет ориентироваться в мировом историческом процессе, анализировать процессы и явления, происходящие в обществе Владеет навыками выражения своих мыслей и мнения в межличностном и деловом общении на иностранном языке</p>	<p><u>Контактная работа:</u> Практические занятия <u>Самостоятельная работа</u></p>

## 1. Цели и задачи дисциплины

### 1.1. Цель дисциплины

Целью освоения учебной дисциплины «Бизнес-английский» является развитие способности к самоорганизации, деловому и межкультурному общению. Предлагаемый курс направлен на овладение студентами необходимым уровнем иноязычной коммуникативной компетенции для решения социально-коммуникативных и профессионально-ориентированных задач в области академической и трудовой самореализации

### 1.2. Задачи освоения дисциплины

- формирование у магистрантов системных (способность использовать теоретический язык знаний к анализу конкретных ситуаций);
- умение организовывать беседы, включая переговоры в многоязычной среде;
- способность к работе в международных организациях);
- формирование у магистрантов коммуникационных компетенций (получение, понимание и анализ информации профессионального характера;
- способность осуществлять перевод деловой беседы с использованием понятийного аппарата);
- перевод специальных текстов профессиональной направленности с русского языка на английский;
- использование иностранного языка как инструмента для профессионального развития;
- публичные выступления на профессиональные темы.

## 2. Место дисциплины в структуре образовательной программы

Настоящая дисциплина включена в учебный план по направлению 38.04.02 Менеджмент профиль Управление проектами и входит в обязательную часть Блока 1.

Дисциплина изучается на 1 курсе в 1 и 2 семестрах.

## 3. Перечень планируемых результатов обучения, соотнесенных с планируемыми результатами освоения образовательной программы

Процесс изучения дисциплины направлен на формирование у студентов следующих компетенций:

Код компетенции результаты освоения ООП (содержание компетенций)	Перечень планируемых результатов обучения по дисциплине		Виды учебной работы, способствующие формированию и развитию компетенции
УК-4 Способен применять современные	УК-4.1 Выбирает технологии межличностного	Знает особенности академического и профессионального делового	<u>Контактная работа:</u> Практические занятия

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<p>коммуникативные технологии, в том числе на иностранном(ых) языке(ах), для академического и профессионального взаимодействия</p>	<p>делового общения на языке общения с применением профессиональных языковых форм и средств УК–4.2 Составляет, переводит с иностранного языка на государственный язык РФ и с государственного языка РФ на иностранный, а также редактирует различные академические тексты (рефераты, эссе, обзоры, статьи и т.д.), в т.ч. на иностранном языке</p>	<p>общения, учитывает их в профессиональной деятельности Умеет применять вербальные и невербальные средства взаимодействия в профессиональной деятельности Владеет современными коммуникативными технологиями при поиске и использовании необходимой информации для академического и профессионального общения</p>	<p><u>Самостоятельная работа</u></p>
<p>УК-5 Способен анализировать и учитывать разнообразие культур в процессе межкультурного взаимодействия</p>	<p>УК–5.1 Демонстрирует понимание особенностей различных культур и наций при выполнении профессиональных задач УК–5.2 Выстраивает профессиональное взаимодействие с учетом анализа особенностей поведения и мотивации людей различного социального и культурного происхождения</p>	<p>Знает основные понятия истории, культурологии, закономерности и этапы развития духовной и материальной культуры народов мира, подходы к изучению культурных явлений, основные принципы межкультурного взаимодействия в зависимости от различных контекстов развития общества; многообразия культур и цивилизаций Умеет определять и применять способы межкультурного взаимодействия в различных социокультурных ситуациях; применяет научную терминологию Владеет навыками применения способов межкультурного взаимодействия в различных социокультурных ситуациях; навыками самостоятельного анализа и оценки социальных</p>	<p><u>Контактная работа:</u> Практические занятия <u>Самостоятельная работа</u></p>

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		явлений	
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#### **4. Объем дисциплины и виды учебной работы**

Общая трудоемкость дисциплины составляет 6 зачетных единиц:

Вид учебной работы	Всего часов	Семестры			
		1	2		
Лекции (Л)	-	-	-		
Практические занятия (ПЗ) /Лабораторные работы (ЛР)	72	36	36		
Консультации	-	-	-		
Самостоятельная работа студентов (СРС)	117	72	45		
Контроль	27	-	27		
<b>ВСЕГО ЧАСОВ</b>	<b>216</b>	<b>108</b>	<b>108</b>		

#### **5. Содержание учебной дисциплины**

##### **5.1 Разделы дисциплины и виды занятий**

##### **Уровень Pre-Intermediate:**

№ темы	Наименование темы дисциплины	Количество часов контактной работы		
		Лекции	Практические занятия	Самостоятельная работа
<b>1 семестр</b>				
Тема 1	Введение в структуру курса: цели, критерии оценки знаний, материал курса; практические задания. Введение в курс «Бизнес-английский» - особенности методики и формат заданий. Деятельность компаний. Работа в компании и различные должности. Составление электронных писем.	-	4	8
Тема 2	Грамматика: Present simple/Present Continuous. Ситуация делового общения. Кейс анализ 1: Принятие решение о выборе кандидатуры	-	4	8
Тема 3	Бизнес информация. Сбор данных. Компьютерные базы данных. Защита информации. Использование интернета для сбора данных. Грамматика: Количество и числа. Исчисляемые и неисчисляемые существительные.	-	4	8
Тема 4	Кейс 2: E-Bay на рынке Индии.	-	4	8

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	Этикет. Правила поведения на рабочем месте. Хорошие и плохие манеры. Официальные и неофициальные ситуации на рабочем месте. Бизнес этикет в разных странах.			
Тема 5	Грамматика: Offers and requests. Кейс 3: Дедовщина на рабочем месте. Имидж компании. Имидж продукта. Бренд имидж: процесс формирования бренда. Индустрия моды. Продвижение бренд имиджа.	-	4	8
Тема 6.	Грамматика: Сравнительная и превосходная степени прилагательных и наречий. Кейс 4: Фольксваген: идеи для продвижения продукта.	-	4	8
Тема 7.	Успех. Составляющие успешной компании. Крах бизнеса. Пять шагов для начинающего бизнеса. Грамматика: Past Simple. Повествование.	-	4	8
Тема 8.	Кейс 5: Как выйти на рынок здоровых продуктов	-	4	8
Тема 9.	Новые возможности бизнеса. Развитие новых технологий. Повторение лексики и грамматики.	-	4	8
<b>2 семестр</b>				
Тема 1	Будущее бизнеса (продолжение). Преимущества освоения космоса. Модальные глаголы (долженствование)	-	4	5
Тема 2	Венчурное финансирование. Венчурный капитал. Прогнозирование успеха нового продукта.	-	4	5
Тема 3	Кейс 6: Венчурные риски	-	4	5
Тема 4	Местонахождение бизнеса. Правильное размещение бизнеса – важный фактор его развития. Пример одного из самых удачных размещений бизнеса – Дубай. Размещение регионального офиса в другой стране.	-	4	5
Тема 5	Грамматика: Future Tense и другие способы передачи будущих событий. Career skills: назначить встречу.	-	4	5



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	Кейс анализ 7: Новое место для бизнеса			
Тема 6.	Поиск работы. Пути поиска работы. Рынок труда, представленный в Интернете. Процесс трудоустройства. Составление CV.	-	4	5
Тема 7.	Грамматика: Повелительное наклонение. Кейс 8: Что выбрать: работу по душе или большую зарплату?	-	4	5
Тема 8.	Сбыт, торговля. Различные способы продвижения и продажи продукта. Маркетинг, направленный на целевую аудиторию – студентов. Новый продукт.	-	4	5
Тема 9.	Грамматика: Модальные глаголы. Career skills: торговые представители. Кейс 9: Нетрадиционный маркетинг.	-	4	5
	<b>Итого</b>	-	<b>72</b>	<b>117</b>

**Уровень Intermediate:**

№ темы	Наименование темы дисциплины	Количество часов контактной работы		
		Лекции	Практические занятия	Самостоятельная работа
<b>1 семестр</b>				
Тема 1	Введение в структуру курса: цели, критерии оценки знаний, материал курса; практические задания. Введение в курс «Бизнес-английский» - особенности методики и формат заданий. Компании. Виды компаний. Преимущества и недостатки работы в различных компаниях. Структуры компаний будущего.	-	4	8
Тема 2	Грамматика: Present simple/Present Continuous. Карьера в компании. Умение рассказать о своей работе. Кейс анализ 1: Как выжить компании.	-	4	8
Тема 3	Руководство. Стили управления. Метод устрашения в менеджменте. Авторитарный стиль руководства. Авторитарный или сопричастный стиль?	-	4	8
Тема 4	Грамматика: Артикли. Кейс анализ 2: Миссия нового руководителя.	-	4	8

**ОСНОВНАЯ ПРОФЕССИОНАЛЬНАЯ ОБРАЗОВАТЕЛЬНАЯ ПРОГРАММА ВЫСШЕГО ОБРАЗОВАНИЯ –  
ПРОГРАММА МАГИСТРАТУРЫ**

Тема 5	Стратегия. Процесс стратегического планирования. SWOT анализ. Стратегия развития компании Найк. Грамматика: Суффиксы. Способы выражения будущего действия.	-	4	8
Тема 6.	Краткая презентация. Кейс анализ 3: Ангелы Харлей. Бизнес и демография. Выплаты. Новые миллионеры. Оплата топ менеджеров. Зарплаты и доли акций.	-	4	8
Тема 7.	Грамматика: Past Simple/Present Perfect. Оценка результатов деятельности. Кейс анализ 4: Цена успеха.	-	4	8
Тема 8.	Развитие. Экономическое развитие. Развитие и окружающая среда. Грамматика: Модальные глаголы предположения. Карьерные умения и навыки: причина и результат. Кейс анализ 5: Как добиться успешного баланса?	-	4	8
Тема 9.	Маркетинг. Маркетинговый микс. Бренды. Как влиять на выбор покупателя. Грамматика: Сравнительные и превосходные степени. Использование имён знаменитостей в маркетинге.	-	4	8
<b>2 семестр</b>				
Тема 1	Маркетинговые альтернативы. Кейс анализ 6: Риски	-	4	5
Тема 2	Аутсорсинг. Преимущества и риски аутсорсинга	-	4	5
Тема 3	Новые глобальные сдвиги. Оффшоринг и глобальная экономика.	-	4	5
Тема 4	Грамматика: Придаточные условия I и II. Выдвигать предложения и принимать их. Кейс анализ 7: Оффшоринг.	-	4	5
Тема 5	Финансы. Финансовая отчетность. Бухгалтерская отчетность.	-	4	5
Тема 6.	«Креативная финансовая отчетность. Корпоративное управление. Грамматика: Прилагательные и наречия.	-	4	5
Тема 7.	Кейс 8: Подсчитываем расходы.	-	4	5
Тема 8.	Рекрутмент. Процесс подачи	-	4	5

**ОСНОВНАЯ ПРОФЕССИОНАЛЬНАЯ ОБРАЗОВАТЕЛЬНАЯ ПРОГРАММА ВЫСШЕГО ОБРАЗОВАНИЯ –  
ПРОГРАММА МАГИСТРАТУРЫ**

	заявления. Проведения найма в кратчайшие сроки. Методы рекрутмента.			
Тема 9.	Грамматика: Относительные местоимения. Career skills: Составление резюме. Кейс 9: Интервью в гостинице Белладжियो.	-	4	5
	<b>Итого</b>	-	<b>72</b>	<b>117</b>

**Уровень Upper Intermediate:**

№ темы	Наименование темы дисциплины	Количество часов контактной работы		
		Лекции	Практические занятия	Самостоятельная работа
<b>1 семестр</b>				
Тема 1	Введение в структуру курса: цели, критерии оценки знаний, материал курса; практические задания. Введение в курс «Бизнес-английский» - особенности методики и формат заданий	-	4	8
Тема 2	Корпоративные альянсы, их виды. Преимущества образования корпоративных альянсов для бизнеса; риски, связанные с образованием корпоративных альянсов	-	4	8
Тема 3	Кейс анализ 1: групповое обсуждение, разбор лексического материала, принятие решения	-	4	8
Тема 4	Деловые проекты, их виды, стадии проектирования; потенциальные риски проектной работы, правила и требования к подготовительной стадии проектирования.	-	4	8
Тема 5	Кейс анализ 2: групповое обсуждение, разбор лексического материала, принятие решения	-	4	8
Тема 6.	Тимбилдинг, классификация профессора Белбин; типы деловых собраний, рекомендации по организации деловых встреч	-	4	8
Тема 7.	Кейс анализ 3: групповое обсуждение, разбор лексического материала, принятие решения	-	4	8
Тема 8.	Роль информационных технологий в бизнесе, использование интернета и интранета, защита интеллектуальных ресурсов предприятия	-	4	8
Тема 9.	Кейс анализ 4: групповое	-	4	8

**ОСНОВНАЯ ПРОФЕССИОНАЛЬНАЯ ОБРАЗОВАТЕЛЬНАЯ ПРОГРАММА ВЫСШЕГО ОБРАЗОВАНИЯ –  
ПРОГРАММА МАГИСТРАТУРЫ**

	обсуждение, разбор лексического материала, принятие решения			
<b>2 семестр</b>				
Тема 1	Инновационные технологии в бизнесе, использование нанотехнологий.	-	4	5
Тема 2	Кейс анализ 5: групповое обсуждение, разбор лексического материала, принятие решений.	-	4	5
Тема 3	Средства рекламы в бизнесе, планирование рекламной кампании, методы улучшения средств рекламы	-	4	5
Тема 4	Кейс анализ 6: групповое обсуждение, разбор лексического материала, принятие решений.	-	4	5
Тема 5	Юриспруденция в бизнесе; типы судебных корпоративных тяжб, модернизация законодательства в отношении юридических лиц.	-	4	5
Тема 6.	Кейс анализ 7: групповое обсуждение, разбор лексического материала, принятие решений.	-	4	5
Тема 7.	Виды и типы брендов; ведущие бренды международных компаний; корпоративный бренд	-	4	5
Тема 8.	Кейс анализ 8: групповое обсуждение, разбор лексического материала, принятие решений	-	4	5
Тема 9.	Виды инвестиций в бизнесе, венчурное инвестирование.	-	4	5
	<b>Итого</b>	-	<b>72</b>	<b>117</b>

## **5.2. Содержание тем учебной дисциплины**

### **Уровень Pre-Intermediate:**

#### Тема 1. ACTIVITIES

1. Business activities of companies
  2. Jobs and job titles
  3. Grammar: Present Simple and Continuous
  4. How to write emails
  5. Career skills: explaining your job
- Dilemma: Company's decision on offering a job of....

#### Тема 2. DATA

1. Collection of data
2. Computer databases
3. The protection of privacy
4. Using the Internet
5. Grammar: Quantity and number. Countable and Uncountable.

Dilemma: Should eBay enter the market in India?

Тема 3. ETIQUETTE

1. Politeness at work.
2. Good and bad manners.
3. Formal and informal situations in a business environment
4. Business etiquette in different cultures
5. Grammar: offers and requests.

Dilemma: A workplace bully

Тема 4. IMAGE

1. General opinion of a company or product. Brand image.
2. The process of branding.
3. Fashion is a business. The fashion industry.
4. Promoting the image. Describing the product.
5. Grammar: Comparatives and superlatives.

Dilemma: Volkswagen bugs. Product idea for development.

Тема 5. SUCCESS.

1. A start up is new business. Passion into profit.
2. What is success? What makes a successful company? Business failure.
3. Five important steps to set up a new business.
4. Grammar: Past Simple. Telling a story.

Dilemma: A share in the organic food market.

Тема 6. FUTURE.

1. New opportunities for business: developing new technology.
2. Benefits of exploring space.
3. Financing ventures. Venture capital.
4. Making predictions about a new product.
5. Grammar: Modals of possibility

Dilemma: Risky ventures.

Тема 7. LOCATION.

1. The location of a business – an important factor for its growth.
2. One of the world's most successful business ventures – Dubai.
3. Setting a regional office in a foreign country.
4. Grammar: Future plans and intentions.
5. Making an appointment.

Dilemma: A New Location.

Тема 8. JOB-SEEKING.

1. Job-seeking.
2. Ways of finding a job.
3. The online job market.
4. The application process. Finding a job. Preparing a CV.
5. Grammar: The Imperative.

Dilemma: For love or money. Job offers.

Тема 9. SELLING.

1. Different methods to promote and sell products or services.

2. Marketing to students.
  3. A product launch.
  4. Grammar: Modals of obligation. Making suggestions.
  5. Sales representatives.
- Dilemma: Guerrilla marketing. How to identify student marketers.

**Уровень Intermediate:**

Тема 1. COMPANIES.

1. Types of companies. Advantages and disadvantages of working for different types.

2. The structure of tomorrow's companies.
3. Grammar: Present Simple and Present Continuous
4. Companies and careers.
5. Exchanging information about your job.

Dilemma: The virtue of necessity. How can a company survive?

Тема 2. LEADERSHIP.

1. Management styles. Fear and management.
2. Successful leadership.
3. Grammar: Articles
4. Getting things done. Being direct or use a softer approach in management.

Dilemma: Mission: Impossible? The appointment of a new CEO.

Тема 3. STRATEGY

1. Undergoing the strategic planning process
2. The SWOT analysis
3. The Nike strategy
4. Grammar: Suffixes. Future forms.
5. Short presentations.

Dilemma: Harley's Angels. Business and demography.

Тема 4. PAY (PAY PACKAGES AND REWARDS)

1. New Millionaires.
2. Executive pay deals.
3. Salaries and share options.
4. Grammar: Past Simple and Present Perfect.
5. Evaluating performance.

Dilemma: Success at what price? (The decision of the remuneration committee).

Тема 5. DEVELOPMENT.

1. Economic development.
2. Development and environment.
3. Grammar: Modals of likelihood.
4. Career skills: showing cause and effect

Dilemma: Striking a balance.

Тема 6. MARKETING.

1. Marketing mix.
2. Marketing brands. Influencing buying decisions.

3. Grammar: Comparatives and Superlatives.

4. Celebrity endorsement.

5. Considering alternatives.

Dilemma: A scent of risk. (To expand or risk branching out?).

Тема 7. OUTSOURCING.

1. Advantages and risks of going offshore.

2. The new global shift.

3. Offshoring and global economy.

4. Grammar: Conditionals I and II

5. Making and responding to suggestions.

Dilemma: Going offshore.

Тема 8. FINANCE.

1. Financial reporting. The profit and loss account.

2. Creative accounting.

3. Corporate governance.

4. Grammar: Adjectives and adverbs.

5. Referring to visuals.

Dilemma: Counting the costs.

Тема 9. RECRUITMENT.

1. The application process.

2. Speed hiring.

3. Recruitment methods.

4. Grammar: Relative pronouns.

5. The CV.

Dilemma: The Bellagio interview. (Behavioral interview).

### **Уровень Upper Intermediate:**

Тема 1. Corporate Alliances

1. Different types of corporate alliances.

2. The benefits of creating corporate alliances.

3. The reasons for failures in alliances.

4 Tips on preparation and planning of corporate alliances.

Case study 1: Fitzburg Tire Company, construction

Тема 2. Projects

1. Different types of projects.

2. The stages of project work.

3. The potential problems and hazards connected with project planning.

Case study 2: Wilson Chemicals (Ghana, Ltd.), chemical industry

Тема 3. Team working

1. Professor Belbin's classification of team members.

2. The types of business meetings.

3. The role of a team leader in team working.

Case study 3: Millars Bank Ltd., banking

Тема 4. Information

1. The role of information technologies in a business world.
2. The use of intranet and other computer networks in a company.
3. The outcomes of digitization
4. The key issues of business intelligence.

Case study 4: Leclerc Machines de Cuisine, food processing

Тема 5. Technology

1. The influence of technological advances on business world.
2. The use of nanotechnology in business.
3. Innovations in business.

Case study 5: Tanaka Komuten Company, Ltd., construction

Тема 6. Advertising

1. The use of advertising media in business.
2. Planning and launch of an advertising campaign.
3. Unsuccessful advertising campaigns.

Case study 6: Harding Tool Corporation, machinery

Тема 7. Law

The types of lawsuits in business.

The negative consequences of litigation for enterprises.

The changes to be introduced in the USA and European law system.

Discussion of scandalous court cases.

Case study 7: Comtec Corporation, computing

Тема 8. Branding

1. The importance of branding a product.
2. Successful and unsuccessful brands.
3. Corporate brands.
4. The influence of branding on the image of a company.

Case study 8: Hanover Public Systems, industrial electric equipment

Тема 9. Investments

- 1 The ways of raising investment for start-ups.
- 2 How venture capitalists plan their investment policies.
- 3 Ethical investment.
4. The work of stock markets.

### 5.3. Текущий контроль успеваемости по разделам дисциплины

Тема 1	Тестирование, Кейсы
Тема 2	Тестирование, Кейсы
Тема 3	Тестирование, Кейсы
Тема 4	Тестирование, Кейсы
Тема 5	Тестирование, Кейсы
Тема 6	Тестирование, Кейсы
Тема 7	Тестирование, Кейсы
Тема 8	Тестирование, Кейсы



Тема 9	Тестирование, Кейсы
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#### **5.4. Самостоятельное изучение разделов дисциплины (изучение теоретического курса)**

Самостоятельная работа студентов по данной дисциплине проводится в следующих видах:

- выполнение домашних заданий преподавателя
- использование интернет ресурсов для закрепления пройденных тем по лексике и грамматике английского языка
- составление разных видов деловых писем в рамках предложенного формата: электронные письма, меморандумы, отчеты, пресс релизы, деловые письма
- самостоятельный анализ деловых ситуаций с использованием материалов кейсов

Вопросы, выносимые на самостоятельное изучение:

#### **Уровень Pre-Intermediate**

##### 1 семестр

##### Раздел № 1 Деятельность компаний

- Закрепление материала
- Выполнение упражнений на закрепление словарно-лексического материала.
- Написать электронное письмо на заданную тему (Представиться коллеге по проекту)

##### Раздел № 2 Грамматика урока. Кейс анализ.

- Закрепление грамматического материала
- Кейс анализ 1: «Принятие решение о выборе кандидатуры»
- Раздел № 3 Бизнес информация. Сбор данных. Компьютерные базы данных.

- Упражнения на закрепление лексико-грамматического материала
- Задание на аудирование

##### Раздел № 4 «Этикет. Правила поведения на рабочем месте»

- Упражнения на закрепление лексико-грамматического материала
- Задание на аудирование
- Кейс 2: E-Bay на рынке Индии.

##### Раздел № 5 Имидж компании. Имидж продукта.

- Упражнения на закрепление лексического материала
- Задание на аудирование

##### Раздел № 6 Грамматика урока. Кейс анализ.

- Упражнения на закрепление грамматического материала
- Кейс 4: Фольксваген: идеи для продвижения продукта

##### Раздел № 7. Успех. Составляющие успешной компании

- Дать в электронном письме свой профессиональный портрет

##### Раздел № 8. Кейс

- Кейс 5: Как выйти на рынок здоровых продуктов

Раздел № 9. Новые возможности бизнеса

- Упражнения на закрепление лексического материала
- Задание на аудирование
- Задание написать меморандум – не более 60-80 слов.

2 семестр

Раздел № 1. Будущее бизнеса (продолжение)

- Упражнения на закрепление грамматического материала
- Самостоятельная работа над темой Н.М.Розанова «English for Economics».

Раздел № 2 Венчурное финансирование. Венчурный капитал

- Самостоятельная работа над темой Н.М.Розанова «English for Economics».
- Раздел № 3. Кейс
- Кейс 6: Венчурные риски

Раздел № 4. Местонахождение и размещение бизнеса.

- Упражнения на закрепление лексического материала
- Электронное письмо
- Задание на аудирование

Раздел №5. Грамматика урока.

- Упражнения на закрепление грамматического материала
- Кейс анализ 7: Новое место для бизнеса

Раздел №6. Поиск работы. Рынок труда.

- Закрепление лексического материала
- Задание на аудирование
- Электронное письмо содержит

Раздел № 7. Грамматика урока. Кейс анализ.

- Упражнения на закрепление грамматического материала
- Кейс 8: Что выбрать: работу по душе или большую зарплату?

Раздел № 8. Сбыт, торговля. Различные способы продвижения и продажи продукта

- Упражнения на закрепление лексического материала
- Задание на аудирование

Раздел № 9. Грамматика урока 9. Кейс анализ.

- Упражнения на закрепление грамматического материала
- Кейс 9: Нетрадиционный маркетинг.

### **Уровень Intermediate**

1 семестр

Раздел № 1 Компании. Виды компаний.

- Выполнение упражнений на закрепление словарно-лексического материала
- Отрывок статьи из журнала «Economist»
- Аудирование

- Написать электронное письмо на заданную тему (Договориться о встрече с коллегой)

Раздел № 2. Грамматика урока. Кейс анализ.

- Карьера в компании. Умение рассказать о своей работе.
- Закрепление грамматического материала
- Кейс анализ 1: «Как выжить компании»

Раздел № 3 Руководство. Стили управления

- Упражнения на закрепление лексико-грамматического материала
- Задание на аудирование

Раздел № 4 Грамматика урока. Кейс анализ.

- Упражнения на закрепление материала
- Задание на аудирование

Раздел № 5 Процесс стратегического планирования. SWOT анализ. Грамматика урока.

- Эл.письмо модератору форума о выступлении

Раздел № 6. Кейс анализ. Выплаты. Оплата топ менеджеров. Зарплаты и доли акций.

- Упражнения на закрепление лексико-грамматического материала
- Задание на аудирование

Раздел № 7. Грамматика урока. Кейс анализ.

- Упражнения на закрепление грамматического материала
- Задание на аудирование
- Кейс анализ 4: Цена успеха

Раздел № 8. Экономическое развитие и окружающая среда.

- Упражнения на закрепление лексико-грамматического материала
- Задание на аудирование
- Составить электронное письмо-запрос по поводу объявления о работе

Раздел № 9. Маркетинг. Маркетинговый микс. Грамматика урока.

- Упражнения на закрепление лексического и грамматического материала
- Задание на аудирование

2 семестр

Раздел № 1. Маркетинговые альтернативы.

- Упражнения на закрепление лексического материала
- Кейс анализ 6: Риски

Раздел № 2 Аутсорсинг. Преимущества и риски аутсорсинга

- Упражнения на закрепление лексического материала

Раздел № 3. Новые глобальные сдвиги. Офшоринг и глобальная экономика.

- Самостоятельная работа над темой Н.М. Розанова «English for Economics».

Раздел № 4. Грамматика урока. Кейс анализ.

- Упражнения на закрепление грамматического материала
- Написать электронное письмо (предложение по аутсорсингу)
- Задание на аудирование

Раздел №5. Финансы. Финансовая отчетность. Бухгалтерская отчетность.

- Упражнения на закрепление лексического материала
  - Задание на аудирование
- Раздел №6. Креативная финансовая отчетность. Грамматика урока.
- Закрепление лексико-грамматического материала
- Раздел № 7. Кейс анализ.
- Кейс 8: Подсчитываем расходы.
- Раздел № 8. Рекрутмент.
- Упражнения на закрепление лексического материала
  - Задание на аудирование
  - Сопроводительное письмо
- Раздел № 9. Грамматика урока 9. Кейс анализ.
- Упражнения на закрепление грамматического материала
- 
- Кейс 9: Интервью в гостинице Белладжио.

### **Уровень Upper Intermediate**

1 семестр

Раздел № 1 Введение в структуру курса. Введение в курс «Бизнес-английский».

- Самостоятельная работа над темой Н.М.Розанова «English for Economics».

Раздел № 2. Корпоративные альянсы, их виды. Преимущества образования корпоративных альянсов для бизнеса; риски, связанные с образованием корпоративных альянсов

- Закрепление лексико- грамматического материала урока.
- Упр. на закрепление грамматики
- Задание на аудирование

Раздел № 3 Кейс анализ.

- Кейс анализ 1: Breaking the ice

Раздел № 4 Деловые проекты, их виды, стадии проектирования; потенциальные риски проектной работы.

- Упражнения на закрепление материала
- Задание на аудирование

Раздел № 5 Кейс анализ 2.

- Кейс анализ 2: Test crisis

Раздел № 6. Тимбилдинг. Как создать команду.

- Упражнения на закрепление лексико-грамматического материала
- Задание на аудирование

Раздел № 7. Кейс анализ.

- Кейс анализ 3 Leading the team

Раздел № 8. Роль информационных технологий в бизнесе.

- Упражнения на закрепление лексико-грамматического материала
- Задание на аудирование

Раздел № 9. Кейс анализ

Кейс анализ 4: Spying on staff

2 семестр

Раздел № 1. Инновационные технологии в бизнесе, использование нанотехнологий.

- Упражнения на закрепление лексико-грамматического материала

Раздел № 2 Кейс анализ

- Кейс 5: Turning ideas into reality

Раздел № 3. Средства рекламы в бизнесе

- Упражнения на закрепление лексико-грамматического материала
- Задание на аудирование

Раздел № 4. Кейс анализ.

- Кейс анализ 6: Danger Zone

Раздел №5. Юриспруденция в бизнесе; типы судебных корпоративных тяжб.

- Упражнения на закрепление лексического и грамматического материала
- Задание на аудирование

Раздел №6. Кейс анализ.

- Кейс 7: Beauty and business

Раздел № 7. Виды и типы брендов.

- Упражнения на закрепление лексического и грамматического материала
- Письмо к коллеге (Email)
- Задание на аудирование

Раздел № 8. Кейс анализ.

- Кейс 8: The two faces of Burberry

Раздел № 9. Виды инвестиций в бизнесе, венчурное инвестирование.

- Упражнения на закрепление лексико-грамматического материала
- Задание на аудирование

### 5.5. Промежуточная аттестации

Промежуточная аттестация осуществляется в форме зачета в 1 семестре; экзамена во 2 семестре.

В качестве средств, используемых на промежуточной аттестации предусматривается:

- вопросы для зачета;
- вопросы для экзамена.

## 6. Учебно-методическое, информационное и материально-техническое обеспечение учебной дисциплины

### 6.1. Перечень учебных изданий, информационно-справочных систем, Интернет-ресурсов

№	Нормативно-правовые акты
1.	Конституция Российской Федерации - Основной закон Российской Федерации / Администрации Президента России: официальный сайт. – 2023. – [Электронный ресурс]. – URL: <a href="http://kremlin.ru/acts/constitution">http://kremlin.ru/acts/constitution</a> . Режим доступа: свободный доступ.
2.	Федеральный закон «Об образовании в Российской Федерации» от

	29.12.2012 N 273-ФЗ / Официальный интернет-портал правовой информации – 2023. – [Электронный ресурс]. – URL: <a href="http://pravo.gov.ru/proxy/ips/?docbody=&amp;nd=102162745">http://pravo.gov.ru/proxy/ips/?docbody=&amp;nd=102162745</a>
3.	Федеральный закон «О библиотечном деле» от 29.12.1994 N 78-ФЗ / Официальный интернет-портал правовой информации – 2023. – [Электронный ресурс]. – URL: <a href="http://pravo.gov.ru/proxy/ips/?docbody=&amp;nd=102033664">http://pravo.gov.ru/proxy/ips/?docbody=&amp;nd=102033664</a> 2023. – Режим доступа: свободный доступ.
	<b>Основная литература</b>
1.	Колесникова, Н. Л. Деловое общение=Business Communication : учебное пособие : [12+] / Н. Л. Колесникова. – 13-е изд., стер. – Москва : ФЛИНТА, 2019. – 152 с. – Режим доступа: по подписке. – URL: <a href="https://biblioclub.ru/index.php?page=book&amp;id=364145">https://biblioclub.ru/index.php?page=book&amp;id=364145</a> (дата обращения: 15.04.2023). – Библиогр. в кн. –Текст : электронный.
2.	Конonenко, А. П. Международный деловой иностранный язык : учебное пособие / А. П. Конonenко, О. В. Маруневич. — Ростов-на-Дону : РГУПС, 2019. — 130 с. — Текст : электронный // Лань : электронно-библиотечная система. — URL: <a href="https://e.lanbook.com/book/134033">https://e.lanbook.com/book/134033</a> (дата обращения: 15.04.2023). — Режим доступа: для авториз. пользователей.
	<b>Дополнительная литература</b>
1.	Афанасьева, Е. А. Деловой английский язык : учебное пособие / Е. А. Афанасьева, Ю. А. Зелинская. — Санкт-Петербург : ПГУПС, 2020. — 53 с. —Текст : электронный // Лань : электронно-библиотечная система. — URL: <a href="https://e.lanbook.com/book/222488">https://e.lanbook.com/book/222488</a> (дата обращения: 15.04.2023). — Режим доступа: для авториз. пользователей.
2.	Бод, Д. Kind regards : деловая переписка на английском языке : практическое пособие : [16+] / Д. Бод ; Т. Гутман. – Москва : Альпина Паблишер, 2015. – 320 с. – Режим доступа: по подписке. – URL: <a href="https://biblioclub.ru/index.php?page=book&amp;id=471147">https://biblioclub.ru/index.php?page=book&amp;id=471147</a> (дата обращения: 15.04.2023). – Текст : электронный.
3.	Английский язык в сфере экономики и бизнеса = English for Economic and Business Studies : учебно-методическое пособие / составители Л. Б. Тихомирова [и др.] ; под редакцией Л. В. Хведчени. — Минск : БГУ, 2017. — 151 с. — Текст : электронный // Лань : электронно-библиотечная система. — URL: <a href="https://e.lanbook.com/book/180567">https://e.lanbook.com/book/180567</a> (дата обращения: 15.04.2023). — Режим доступа: для авториз. пользователей.
4.	Pavlov, P. V. Legal regulation of the economy : учебник : [16+] / P. V. Pavlov ; Южный федеральный университет. – Ростов-на-Дону ; Таганрог : Южный федеральный университет, 2019. – 215 с. : ил. – Режим доступа: по подписке. – URL: <a href="https://biblioclub.ru/index.php?page=book&amp;id=577799">https://biblioclub.ru/index.php?page=book&amp;id=577799</a> (дата обращения: 15.04.2023). – Библиогр. в кн. – Текст : электронный.
	<b>Информационно-справочные системы</b>
1.	ЭБС «Лань». – Санкт-Петербург: ООО «ЭБС Лань», 2011–2023. – [Электронный ресурс]. - URL: <a href="https://e.lanbook.com/">https://e.lanbook.com/</a> Режим доступа: для

	авториз. пользователей Института МИРБИС.
2.	ЭБС «Университетская библиотека online». – Москва: ООО Издательство «Директ-медиа», 2001–2023. – [Электронный ресурс]. – URL: <a href="http://biblioclub.ru/">http://biblioclub.ru/</a> Режим доступа: для авториз. пользователей, бесшовная авторизация из ЭИОС Института МИРБИС.
3.	Информационно-библиотечный центр (библиотека) Института «МИРБИС». – Москва: Автономная некоммерческая организация высшего образования «Московская международная высшая школа бизнеса «МИРБИС» (Институт) 1988 –2023. – [Электронный ресурс]. - URL: <a href="https://mirbis.ru/eos/ibc/">https://mirbis.ru/eos/ibc/</a> Режим доступа: свободный доступ.
4.	Информационно-справочная система КонсультантПлюс. - ЗАО «Консультант Плюс», 1992-2023. – [Электронный ресурс]. – URL: <a href="https://dsm.consultant.ru/cgi/online.cgi?req=home&amp;rnd=tkccg/">https://dsm.consultant.ru/cgi/online.cgi?req=home&amp;rnd=tkccg/</a> Режим доступа: после авторизации.
5.	East View. Information Services: Универсальные базы данных периодических изданий – Москва: ООО «ИВИС» –2023. – [Электронный ресурс]. – URL: <a href="https://dlib.eastview.com/basic/details/">https://dlib.eastview.com/basic/details/</a> Режим доступа: после авторизации.
<b>Интернет ресурсы</b>	
1.	КиберЛенинка. Научная электронная библиотека, построенная на парадигме открытой науки (Open Science) <a href="https://cyberleninka.ru/">https://cyberleninka.ru/</a> Режим доступа: свободный доступ.
2.	eLIBRARY.RU крупнейший российский информационно-аналитический портал. – URL: <a href="https://elibrary.ru/">https://elibrary.ru/</a> Режим доступа: после авторизации.
3.	Центральная Городская Деловая Библиотека. (ГБУК г. Москвы «ЦГДБ»). Одна из ведущих отраслевых библиотек г. Москвы с богатым фондом литературы по экономике, праву, юридическим наукам, психологии [Электронный ресурс]. — URL: <a href="http://www.mgdb.ru/">http://www.mgdb.ru/</a> Режим доступа: свободный доступ.

## 6.2. Учебно-методическое обеспечение учебной дисциплины

В программе учебной дисциплины предусмотрен следующий раздаточный материал для обучающихся:

- краткий конспект лекций в виде слайдового или текстового материала;
- задания для самостоятельной и аудиторной работы

Указанные материалы размещаются в электронной информационно-образовательной среде (ЭИОС) Института МИРБИС.

Каждый обучающийся имеет доступ к ЭИОС и электронно-библиотечной системе, которые обеспечивают возможность индивидуального доступа, для каждого обучающегося из любой точки, в которой имеется доступ к сети Интернет.

## 6.3. Материально-техническое обеспечение учебной дисциплины

Институт МИРБИС располагает материально-технической базой, соответствующей действующим противопожарным правилам и нормам и обеспечивающей проведение всех видов дисциплинарной и междисциплинарной

подготовки, практической и научно-исследовательской работ обучающихся, предусмотренных учебным планом.

Материально-техническое обеспечение дисциплины включает в себя:

- специальные помещения - учебные аудитории для проведения занятий лекционного типа, занятий семинарского типа, курсового проектирования (выполнения курсовых работ), групповых и индивидуальных консультаций, текущего контроля и промежуточной аттестации: мебель аудиторная (столы, стулья, доска аудиторная), стол преподавателя, стул преподавателя, персональный компьютер, мультимедийное оборудование (проектор, экран).
- помещение для самостоятельной работы, оснащенные компьютерной техникой с возможностью подключения к сети «Интернет» и обеспечением доступа в электронную информационно-образовательную среду Института МИРБИС.
- помещения для хранения и профилактического обслуживания учебного оборудования.

Специальные помещения укомплектованы специализированной мебелью и техническими средствами обучения, служащими для представления учебной информации большой аудитории.

Для проведения занятий лекционного типа предлагаются наборы демонстрационного оборудования и учебно-наглядных пособий, обеспечивающие тематические иллюстрации.

#### **6.4. Перечень информационных технологий, используемых при осуществлении образовательного процесса по дисциплине, в том числе комплект лицензионного программного обеспечения, электронно-библиотечные системы, современные профессиональные базы данных и информационные справочные системы**

Для обучающихся: созданы условия для функционирования электронной информационно-образовательной среды, включающей в себя электронные информационные ресурсы, электронные образовательные ресурсы, телекоммуникационные технологии.

Всем обучающимся предоставлен доступ на образовательную платформу, которая обеспечивает освоение учебной дисциплины в полном объеме независимо от места и времени нахождения обучающихся.

- Обучающиеся обеспечены доступом к электронной информационно-образовательной среде Института МИРБИС из любой точки, в которой имеется доступ к сети «Интернет» ЭИОС «МИРБИС» — <https://sdo.mirbis.ru/login/index.php>

##### **Лицензионное программное обеспечение:**

- Операционная система Microsoft Windows 10 Pro;
- Операционная система Microsoft Windows 10 Home;
- Операционная система Microsoft Windows 7 Pro;
- Программное обеспечение Microsoft Office Standard 19;
- Программное обеспечение Microsoft Office Professional 16;
- Программное обеспечение Microsoft Office Professional 13;
- Система Антивирусной Защиты Kaspersky Total Security;



- Adobe Acrobat DC;
- ПО Webinar;
- 1С: Предприятие.

**Электронно-библиотечная система:**

ЭБС «Лань» — <https://e.lanbook.com>

ЭБС «Университетская библиотека онлайн» — <https://biblioclub.ru>

Доступ к ресурсам осуществляется с любого устройства с доступом к сети Интернет по логину-паролю. Необходима предварительная регистрация в Институте МИРБИС.

Электронная библиотека Grebennikon Издательский дом «Гребенников»  
<https://grebennikon.ru>

Доступ к ресурсам осуществляется с любого устройства с доступом к сети Интернет по логину-паролю. Необходима предварительная регистрация в Институте МИРБИС.

**Современные профессиональные базы данных:**

Официальный интернет-портал базы данных правовой информации  
<http://pravo.gov.ru>

Свободный доступ к ресурсам осуществляется с любого устройства с доступом к сети Интернет.

Универсальная база данных периодических изданий «East View» — <https://dlib.eastview.com/browse/udb/12> индивидуальная покнижная подписка на электронные периодические издания из тематических баз данных.

East View «Индивидуальные издания».

East View «Периодические и серийные издания (реферативные журналы и библиографические указатели) ИНИОН РАН»:  
<https://dlib.eastview.com/browse/publication/128008/udb/4550>

Доступ к ресурсам осуществляется с любого устройства с доступом к сети Интернет по логину-паролю. Необходима предварительная регистрация в Институте МИРБИС.

eLIBRARY.RU крупнейший российский информационно-аналитический портал [Электронный ресурс]. — URL: <https://elibrary.ru/> Режим доступа: свободный доступ после авторизации.

Доступ к ресурсам осуществляется с любого устройства с доступом к сети Интернет после регистрации/авторизации.

КиберЛенинка. Научная электронная библиотека, построенная на парадигме открытой науки (Open Science). [Электронный ресурс]. — URL: <https://cyberleninka.ru/> Режим доступа: свободный доступ.

Свободный доступ к ресурсам осуществляется с любого устройства с доступом к сети Интернет.

**Информационные справочные системы:**

Портал Федеральных государственных образовательных стандартов высшего образования <http://fgosvo.ru>

Компьютерная справочная правовая система «КонсультантПлюс»  
<http://www.consultant.ru/>

Моифинансы.РФ Информационно-просветительский проект Дирекции финансовой грамотности НИФИ Минфина России. Ресурс создан в рамках реализации Стратегии повышения финансовой грамотности в Российской Федерации — 2023 — [Электронный ресурс]. — URL: <https://моифинансы.рф/>  
Режим доступа: свободный доступ.

### **6.5. Методические рекомендации преподавателям**

Перед началом изучения дисциплины преподаватель должен ознакомить обучающихся с видами учебной и самостоятельной работы, перечнем литературы и интернет-ресурсов, а также раздаточных материалов, размещенных в электронной информационно-образовательной среде, формами текущей и промежуточной аттестации, с критериями оценки качества знаний для итоговой оценки по дисциплине.

При проведении лекций, преподаватель:

- 1) формулирует тему и цель занятия;
- 2) излагает основные теоретические положения;
- 3) с помощью мультимедийного оборудования и/или под запись дает определения основных понятий, расчетных формул;
- 4) проводит примеры из отечественного и зарубежного опыта, дает текущие статистические данные для наглядного и образного представления изучаемого материала;
- 5) в конце занятия дает вопросы для самостоятельного изучения.

При проведении практических занятий, преподаватель:

- 1) формулирует тему и цель занятия;
- 2) предлагает обучающимся ответить на вопросы, вынесенные на практическое занятие;
- 3) организует дискуссию по наиболее сложным вопросам;
- 4) предлагает обучающимся провести обобщение изученного материала.

В случае проведения аудиторных занятий (как лекций, так и практических занятий) с использованием активных методов обучения (деловых игр, кейсов, мозговых атак, игрового проектирования и др.) преподаватель:

- 1) предлагает обучающимся разделиться на группы;
- 2) предлагает обсудить сформулированные им проблемы согласно теме лекции (практического занятия), раскрывая актуальность проблемы и ее суть, причины, ее вызывающие, последствия и пути решения;
- 3) организует межгрупповую дискуссию;
- 4) проводит обобщение с оценкой результатов работы обучающихся в группах и полученных основных выводов и рекомендаций по решению поставленных проблем.

Перед выполнением внеаудиторной самостоятельной работы преподаватель проводит инструктаж (консультацию) с определением цели задания, его содержания, сроков выполнения, основных требований к результатам работы, критериев оценки, форм контроля и перечня источников и литературы.

Для оценки полученных знаний и освоения учебного материала по каждому разделу и в целом по дисциплине преподаватель использует формы текущего, и промежуточного контроля знаний обучающихся.

## **6.6. Методические рекомендации обучающимся по освоению дисциплины/модуля и самостоятельной работы**

### **ОБЩИЕ РЕКОМЕНДАЦИИ**

Успешное освоение курса предполагает активное, творческое участие обучающегося на всех этапах ее освоения путем планомерной, повседневной работы.

При подготовке к аудиторным занятиям, непосредственно в ходе проведения лекций и практических занятий, а также в ходе самостоятельной работы обучающиеся должны пользоваться учебной литературой (согласно утвержденному перечню основной и дополнительной литературы по данному курсу), учебно-методическими материалами (включая данную рабочую программу), которые размещены в электронной информационно-образовательной среде.

### **ПРАВИЛА КОНСПЕКТИРОВАНИЯ**

Конспект является письменным текстом, в котором кратко и последовательно изложено содержание основного источника информации. Конспектировать – значит приводить к некоему порядку сведения, почерпнутые из оригинала. В основе процесса лежит систематизация прочитанного или услышанного. Записи могут делаться как в виде точных выдержек, цитат, так и в форме свободной подачи смысла. Манера написания конспекта, как правило, близка к стилю первоисточника. Если конспект составлен правильно, он должен отражать логику и смысловую связь записываемой информации.

В хорошо сделанных записях можно с легкостью обнаружить специализированную терминологию, понятно растолкованную и четко выделенную для запоминания значений различных слов. Используя законспектированные сведения, легче создавать значимые творческие или научные работы, различные рефераты и статьи.

Виды конспектов:

Нужно уметь различать конспекты и правильно использовать ту категорию, которая лучше всего подходит для выполняемой работы.

- **ПЛАНОВЫЙ.** Такой вид изложения на бумаге создается на основе заранее составленного плана материала, состоит из определенного количества пунктов (с заголовками) и подпунктов. В процессе конспектирования каждый заголовок раскрывается – дополняется коротким текстом, в конечном итоге получается стройный план-конспект. Именно такой вариант больше всего подходит для срочной подготовки к публичному выступлению или семинару. Естественно, чем последовательнее будет план (его пункты должны максимально раскрывать содержание), тем связаннее и полноценнее будет ваш доклад. Специалисты рекомендуют наполнять плановый конспект пометками, в которых будут указаны все используемые вами источники, т. к. со временем трудно восстановить их по памяти.

- **СХЕМАТИЧЕСКИЙ ПЛАНОВЫЙ.** Эта разновидность конспекта выглядит так: все пункты плана представлены в виде вопросительных предложений,

на которые нужно дать ответ. Изучая материал, вы вносите короткие пометки (2–3 предложения) под каждый пункт вопроса. Такой конспект отражает структуру и внутреннюю взаимосвязь всех сведений и способствует хорошему усвоению информации.

- **ТЕКСТУАЛЬНЫЙ.** Подобная форма изложения насыщеннее других и состоит из отрывков и цитат самого источника. К текстуальному конспекту можно легко присоединить план, либо наполнить его различными тезисами и терминами. Он лучше всего подходит тем, кто изучает науку или литературу, где цитаты авторов всегда важны. Однако такой конспект составить непросто. Нужно уметь правильно отделять наиболее значимые цитаты таким образом, чтобы в итоге они дали представление о материале в целом.

- **ТЕМАТИЧЕСКИЙ.** Такой способ записи информации существенно отличается от других. Суть его – в освещении какого-нибудь определенного вопроса; при этом используется не один источник, а несколько. Содержание каждого материала не отражается, ведь цель не в этом. Тематический конспект помогает лучше других анализировать заданную тему, раскрывать поставленные вопросы и изучать их с разных сторон. Однако будьте готовы к тому, что придется переработать немало литературы для полноты и целостности картины, только в этом случае изложение будет обладать всеми достоинствами.

- **СВОБОДНЫЙ.** Этот вид конспекта предназначен для тех, кто умеет использовать сразу несколько способов работы с материалом. В нем может содержаться что угодно – выписки, цитаты, план и множество тезисов. Вам потребуется умение быстро и лаконично излагать собственную мысль, работать с планом, авторскими цитатами. Считается, что подобное фиксирование сведений является наиболее целостным и полновесным.

#### Правила конспектирования

1. Внимательно прочитайте текст. Попутно отмечайте непонятные места, новые слова, имена, даты.

2. Наведите справки о лицах, событиях, упомянутых в тексте. При записи не забудьте вынести справочные данные на поля.

3. При первом чтении текста составьте простой план. При повторном чтении постарайтесь кратко сформулировать основные положения текста, отметив аргументацию автора.

4. Заключительный этап конспектирования состоит из перечитывания ранее отмеченных мест и их краткой последовательной записи.

5. При конспектировании надо стараться выразить авторскую мысль своими словами.

6. Стремитесь к тому, чтобы один абзац авторского текста был передан при конспектировании одним, максимум двумя предложениями.

При конспектировании лекций рекомендуется придерживаться следующих основных правил.

1. Не начинайте записывать материал с первых слов преподавателя, сначала выслушайте его мысль до конца и постарайтесь понять ее.

2. Приступайте к записи в тот момент, когда преподаватель, заканчивая изложение одной мысли, начинает ее комментировать.

3. В конспекте обязательно выделяются отдельные части. Необходимо разграничивать заголовки, подзаголовки, выводы, обособлять одну тему от другой. Выделение можно делать подчеркиванием, другим цветом (только не следует превращать текст в пестрые картинки). Рекомендуется делать отступы для обозначения абзацев и пунктов плана, пробельные строки для отделения одной мысли от другой, нумерацию. Если определения, формулы, правила, законы в тексте можно сделать более заметными, их заключают в рамку. Со временем у вас появится своя система выделений.

4. Создавайте ваши записи с использованием принятых условных обозначений. Конспектируя, обязательно употребляйте разнообразные знаки (их называют сигнальными). Это могут быть указатели и направляющие стрелки, восклицательные и вопросительные знаки, сочетания PS (послесловие) и NB (обратить внимание). Например, слово «следовательно» вы можете обозначить математической стрелкой =>. Когда вы выработаете свой собственный знаковый набор, создавать конспект, а после и изучать его будет проще и быстрее.

5. Не забывайте об аббревиатурах (сокращенных словах), знаках равенства и неравенства, больше и меньше.

6. Большую пользу для создания правильного конспекта дают сокращения. Однако будьте осмотрительны. Знатоки считают, что сокращение типа «д-ть» (думать) и подобные им использовать не следует, так как впоследствии большое количество времени уходит на расшифровку, а ведь чтение конспекта не должно прерываться посторонними действиями и размышлениями. Лучше всего разработать собственную систему сокращений и обозначать ими во всех записях одни и те же слова (и не что иное). Например, сокращение «г-ть» будет всегда и везде словом «говорить», а большая буква «Р» – словом «работа».

7. Бесспорно, организовать хороший конспект помогут иностранные слова. Наиболее применяемые среди них – английские. Например, сокращенное «ок» успешно обозначает слова «отлично», «замечательно», «хорошо».

8. Нужно избегать сложных и длинных рассуждений.

9. При конспектировании лучше пользоваться повествовательными предложениями, избегать самостоятельных вопросов. Вопросы уместны на полях конспекта.

10. Не старайтесь зафиксировать материал дословно, при этом часто теряется главная мысль, к тому же такую запись трудно вести. Отбрасывайте второстепенные слова, без которых главная мысль не теряется.

11. Если в лекции встречаются непонятные вам термины, оставьте место, после занятий уточните их значение у преподавателя.

### **САМОПОДГОТОВКА К ТЕКУЩЕМУ КОНТРОЛЮ**

Просмотрите конспект сразу после занятий. Пометьте материал конспекта лекций, который вызывает затруднения для понимания. Попытайтесь найти ответы на затруднительные вопросы, используя предлагаемую литературу. Постарайтесь разобраться с непонятным материалом, в частности новыми терминами. Часто

незнание терминологии мешает воспринимать материал на теоретических и лабораторно-практических занятиях на должном уровне. Если самостоятельно не удалось разобраться в материале, сформулируйте вопросы и обратитесь на текущей консультации или на ближайшей лекции за помощью к преподавателю.

Каждую неделю рекомендуется отводить время для повторения пройденного материала, проверяя свои знания, умения и навыки по контрольным вопросам.

Ответьте на контрольные вопросы для самопроверки, имеющиеся в учебнике или предложенные в данных методических рекомендациях.

Кратко перескажите содержание изученного материала «своими словами».

Заучите «рабочие определения» основных понятий, законов.

Освоив теоретический материал, приступайте к выполнению заданий, упражнений; решению задач, расчетов самостоятельной работы, составлению графиков, таблиц и т.д.

### **ПОДГОТОВКА ПИСЬМЕННОЙ РАБОТЫ**

При подготовке письменной работы необходимо обратиться к методическим указаниям по оформлению письменных работ.

### **РАБОТА НАД РЕФЕРАТОМ**

Реферат — краткое изложение содержания первичного документа (книги, статьи, неопубликованных материалов) или результатов научно-исследовательских работ. В нем должны найти отражение уровень изученности темы, видение проблемных областей, умение анализировать и представлять различные точки зрения на проблему, формулировать выводы и предложения по возможному решению проблемы, навыки работы с литературными источниками. Реферат свидетельствует об информационной культуре, интеллектуальном уровне, креативности (творческом потенциале) обучающегося.

Общие требования к реферату следующие:

- точность и объективность в передаче информации из литературного источника, основной мысли автора (не относить к автору собственные мысли);
- полнота раскрытия темы реферата;
- доступность и ясность изложения;
- возможность составить представление:
  - о мнении автора источника по рассматриваемой теме;
  - о мнении автора реферата по этому же вопросу.

Таким образом, реферат должен содержать и концепцию авторов литературных источников, и концепцию автора реферата.

Содержание реферата

- План
- Введение. Обоснование темы (актуальность, теоретическая и практическая значимость). Цель и задачи работы.
  - Обзор литературных источников с анализом и критической оценкой автора реферата (положительные стороны и спорные точки зрения авторов рассматриваемых произведений).
  - Формулирование собственного взгляда на рассматриваемую проблему.
  - Выводы и предложения.

- Литература.
- Оглавление.

В реферате могут быть приложения в виде анкет, схем, диаграмм и пр.

На усмотрение автора в реферате могут быть разработаны отдельные тематические главы, параграфы, в которых анализируется соответствующая литература. При этом каждая глава должна содержать область выводов и переходный (логический) мостик к следующей главе. А общие выводы в конце реферата являются суммой выводов отдельных глав.

Список литературы в реферате имеет важное значение: он отражает степень разработанности темы в литературе.

Список литературы составляют:

- 1) по алфавиту авторов или названий статей;
- 2) в хронологическом порядке;
- 3) по тематическому принципу.

Общие правила библиографического описания предусматривают необходимый минимум сведений, который позволяет безошибочно отыскать книгу или статью (обязательные элементы описания): фамилия автора, заглавие, подзаголовочные данные, выходные данные (место издания, наименование издающего органа, год издания, страницы).

Объем текста реферата определяется содержанием документа (количеством сведений, их научной ценностью и/или практическим значением), а также доступностью и языком реферируемого документа.

### **РАБОТА НАД ЭССЕ**

Эссе, как правило, имеет задание, посвященное решению одной из проблем, касающейся области учебных или научных интересов дисциплины, общее проблемное поле, на основании чего студент сам формулирует тему.

При раскрытии темы он должен проявить оригинальность подхода к решению проблемы, реалистичность, полезность и значимость предложенных идей, яркость, образность, художественную оригинальность изложения.

При формулировании цели обратить внимание на следующие вопросы:

- почему выбрали эту тему?
- в чем состоит актуальность выбранной темы?
- какие другие примеры идей, подходов или практических решений известны в рамках данной темы?
- в чем состоит новизна предлагаемого подхода?
- конкретная задача в рамках темы, на решение которой направлено эссе?

Содержание эссе должно отражать:

- анализ актуального положения дел в выбранной области. Актуальные вопросы, задачи;
- анализ мер, предпринимаемых государством, властями, государственными учреждениями, частными лицами, для решения актуальных задач в выбранной области;
- плюсы и минусы;
- изложение собственного подхода / идеи;

- практические рекомендации;
- перспективы использования данного подхода / его разработки;
- плюсы и минусы предложенной идеи;
- другое.

## **ВЫПОЛНЕНИЕ ПИСЬМЕННОГО ЗАДАНИЯ (РАСЧЕТНО-ГРАФИЧЕСКОЕ ЗАДАНИЕ, КОНТРОЛЬНАЯ РАБОТА, ЗАПОЛНЕНИЕ РАБОЧЕЙ ТЕТРАДИ, ТВОРЧЕСКОЕ ЗАДАНИЕ, ПРЕЗЕНТАЦИЯ И ПР.)**

### **Общие рекомендации**

Внимательно прочитайте материал по конспекту, составленному на учебном занятии.

Прочитайте тот же материал по учебнику, учебному пособию.

Постарайтесь разобраться с непонятным материалом, в частности новыми терминами. Часто незнание терминологии мешает воспринимать материал на теоретических и лабораторно-практических занятиях на должном уровне.

Ответьте на контрольные вопросы для самопроверки, имеющиеся в учебнике или предложенные в данных методических рекомендациях.

Кратко перескажите содержание изученного материала «своими словами».

Заучите «рабочие определения» основных понятий, законов.

Освоив теоретический материал, приступайте к выполнению заданий, упражнений; решению задач, расчетов самостоятельной работы, составлению графиков, таблиц, презентаций и т.д.

### **Решение задач**

При самостоятельном решении задач нужно обосновывать каждый этап решения, исходя из теоретических положений курса. Если студент видит несколько путей решения проблемы (задачи), то нужно сравнить их и выбрать самый рациональный. Полезно до начала вычислений составить краткий план решения проблемы (задачи).

Решение проблемных задач или примеров следует излагать подробно, вычисления располагать в строгом порядке, отделяя вспомогательные вычисления от основных. Решения при необходимости нужно сопровождать комментариями, схемами, чертежами и рисунками.

Следует помнить, что решение каждой учебной задачи должно доводиться до окончательного логического ответа, которого требует условие, и по возможности с выводом.

Полученный ответ следует проверить способами, вытекающими из существа данной задачи. Полезно также (если возможно) решать несколькими способами и сравнить полученные результаты.

Решение задач данного типа нужно продолжать до приобретения твердых навыков в их решении.

Задача — это цель, заданная в определенных условиях, решение задачи — процесс достижения поставленной цели, поиск необходимых для этого средств.

Алгоритм решения задач:

1. Внимательно прочитайте условие задания и уясните основной вопрос, представьте процессы и явления, описанные в условии.



2. Повторно прочтите условие для того, чтобы чётко представить основной вопрос, проблему, цель решения, заданные величины, опираясь на которые можно вести поиски решения.

3. Произведите краткую запись условия задания.

4. Если необходимо составьте таблицу, схему, рисунок или чертёж.

5. Определите метод решения задания, составьте план решения.

6. Запишите основные понятия, формулы, описывающие процессы, предложенные заданной системой.

7. Найдите решение в общем виде, выразив искомые величины через заданные.

8. Проверьте правильность решения задания.

9. Произведите оценку реальности полученного решения.

10. Запишите ответ.

Проблема - вид интеллектуальных задач, характеризующийся отсутствием готовых средств решения.

Алгоритм решения проблемной ситуации:

1. Осознание проблемной ситуации.

2. Анализ условий, выделение того, что известно, и того, что неизвестно, в результате чего проблема превращается в задачу.

3. Ограничение зоны поиска.

4. Формулирование гипотез как предположения о способах решения задачи.

5. Реализация гипотезы.

6. Проверка, в которой гипотеза соотносится с исходными условиями.

Если проверка подтверждает гипотезу, то осуществляется реализация решения. Если нет — то процесс решения продолжается снова и происходит до тех пор, пока решение не будет окончательно согласовано с условиями задачи.

### **Порядок выполнения контрольной работы**

Приступать к написанию контрольной работы следует лишь после изучения основных тем дисциплины, основываясь на учебнике (учебном пособии) из списка основной литературы, рекомендованной по данному курсу, дополнительной учебной литературы, и нормативного материала по избранной теме (при наличии такой необходимости). Список рекомендуемой преподавателем научной литературы необходимо рассматривать как основу для самостоятельного поиска и анализа.

Подбор материала и план контрольной работы разрабатывается студентом самостоятельно, что дает преподавателю основание оценить степень усвоения изученного материала. При написании контрольной работы студенту следует проявить самостоятельность и не прибегать к простому переписыванию литературы. Преподаватель вправе учитывать качество проделанной работы при сдаче студентом зачета или экзамена по соответствующей дисциплине.

Введение контрольной работы должно содержать формулировку контрольного задания, краткое изложение цели контрольной работы.

Основная часть контрольной работы должна содержать базовые определения, доказательства, описание методики расчётов. В ходе написания основной части следует давать ссылки на используемые источники информации. В этой части следует также изложить ход собственных рассуждений, описать последовательность

расчётов, привести промежуточные доказательства и результаты решения поставленной задачи.

В заключении следует сформулировать краткие выводы по проделанной работе и привести список использованных источников информации.

Типичными ошибками при выполнении контрольной работы являются:

- несоответствие содержания контрольной работы цели и поставленным задачам;
- неверное решение предложенных задач;
- нарушение установленных требований к оформлению работы;
- использование информации без ссылок на источник информации.

### **Порядок решения кейсов**

При решении кейса студенты должны:

1) представить рассуждение по поводу: необходимости дополнительных данных и источников их получения; прогнозов относительно субъектов и/или причин возникновения ситуации;

2) продемонстрировать умения использовать системный подход, ситуативный подход, широту взглядов на проблему;

3) подготовить программу действий, направленную на реализацию, например, аналитического метода решения проблемы: проанализировать все доступные данные, превратить их в информацию; определить проблему; прояснить и согласовать цели; выдвинуть возможные альтернативы; оценить варианты и выбрать один из них.

Независимо от природы, предоставленного кейса, студентам нужно будет:

1. «Проанализировать» его: выявить, что и почему происходит, что может произойти и почему.
2. Объяснить ситуацию.
3. Оценить уже принятые меры.
4. Обсудить возможные будущие действия и сравнить их возможную эффективность.

Методика решения кейсов

#### **1. Понимание задачи**

Одно из ваших первых обязательных действий — понять, что от вас требуется:

- усвоение какой учебной темы предполагает решение кейса;
- какого рода требуется результат;
- должны ли вы дать оценку тому, что произошло, или рекомендации в отношении того, что должно произойти;
- если требуется прогноз, на какой период времени вы должны разработать подробный план действий;
- какая форма презентации требуется, каковы требования к ней;
- сколько времени вы должны работать с кейсом?

#### **2. Просмотр кейса**

После того как вы узнали, каких действий от вас ждут, вы должны «почувствовать» ситуацию кейса:

- просмотрите его содержание, стараясь понять основную идею и вид предоставленной вам информации;

- если возникают вопросы, или рождаются важные мысли, или кажутся подходящими те или иные концепции курса, прочитав текст до конца, выпишите их;
- после этого прочтите кейс медленнее, отмечая маркером или записывая пункты, которые кажутся существенными.

### 3. Составление описания как путь изучения ситуации и определения тем.

При просмотре кейса вам необходимо:

- структурировать ситуацию, оценивая одни аспекты как важные, а другие как несущественные;
- определить и отобразить все моменты, которые могли иметь отношение к ситуации. Из них вы сможете построить систему взаимосвязанных проблем, которые сделали ситуацию заслуживающей анализа;
- рассмотреть факторы, находящиеся вне прямого контекста проблемы, так как они могут быть чрезвычайно важны;
- выделить «темы» — связанные группы факторов, которые могут воздействовать на каждый аспект ситуации. Например, одна их часть может иметь дело с воспринимаемым низким качеством, другая — с поведением конкурента;
- опишите ситуацию (сравнивайте свои действия с поведением адвоката, расспрашивающего клиента, или врача, интересующегося у пациента его состоянием), ответив на вопросы:
  - Кто считает, что проблема, и почему?
  - На каком основании базируется мнение этих людей?
  - Что происходит (или не происходит), когда и где?
  - Какие связанные с происходящим вещи не являются проблемными и почему?
  - Что составляет более широкий контекст существующей ситуации?
  - Кто или что может влиять на проблемную ситуацию?
  - Есть ли другие заинтересованные лица, и кто они?
  - Каковы сдерживающие факторы, ограничивающие «пространство решения»?

### 4. Диагностическая стадия

Диагностическая стадия — одна из тех, к которым вы должны приложить максимум усилий, хотя ее успех зависит от эффективности предыдущих стадий:

- вспомните изученные вами ранее темы и проведите по ним мозговой штурм для выявления потенциально соответствующих кейсу теоретических знаний;
- вертикально структурируйте вопрос, начиная с тех, которые касаются отдельных работников, затем группы или подразделения, организации в целом и, наконец, окружающей среды. Таким образом, вы сможете создать матрицу основных вопросов и связанных с ними проблем и подумать о соответствующих концепциях для каждого «уровня».
- изучите обстоятельства возникновения ситуации;
- не забывайте возвращаться к информации кейса и более внимательно рассматривать факторы, ставшие важными в ходе диагностики. Вам нужно будет предъявить доказательства в поддержку вашего диагноза.
- отделяйте доказательства от предположений, факты от мнений и ставьте перед собой два вопроса: до какой степени вы уверены в правильности своих представлений и до какой степени их правильность важна для вашего диагноза.

## 5. Формулировка проблем

На этой стадии очень полезно:

- письменно сформулировать восприятие основных проблем. Формулировка проблем окажется базисной точкой для последующих обсуждений;
- при наличии нескольких проблем полезно установить их приоритетность, используя следующие критерии: важность — что произойдет, если эта проблема не будет решена; срочность — как быстро нужно решить эту проблему; иерархическое положение — до какой степени эта проблема является причиной других проблем; разрешимость — можете ли вы сделать что-либо для ее решения.

## 6. Выбор критериев решения проблемы

Сразу после выяснения структуры проблемы следует подумать о критериях выбора решений. В определенном смысле структура и определит критерии. Например, если выяснилось, что самая серьезная проблема связана с корпоративной культурой, тогда решения должны будут повлиять на ее улучшение. Но если существуют также финансовые проблемы, тогда будут критерии выбора, связанные и с ними.

## 7. Генерирование альтернатив

Достигнув ясного понимания своих целей, приняв решение о том, к каким областям проблемы вы хотите обратиться, и, имея достаточную уверенность, что проанализировали основные причины возникновения проблемы, вы должны обдумать возможные дальнейшие пути. Важно разработать достаточно широкий круг вариантов, опираясь на известные или изучаемые концепции, чтобы предложить лучшие способы действий, опыт решения других кейсов, креативные методы (мозговой штурм, аналогия и метафора, синектика и др.).

## 8. Оценка вариантов и выбор наиболее подходящего

На стадии выбора вариантов определите критерии предпочтительности варианта. Критерии выбора варианта должны быть основаны на том, в какой мере они способствуют решению проблемы в целом, а также по признакам выполнимости, быстроты, эффективности, экономичности. Каждый из критериев необходимо проанализировать с позиций всех групп интересов. При оценке вариантов вы должны подумать о том, как они будут воздействовать не только на центральную проблему, но и на всю ситуацию в целом. Определите вероятные последствия использования ваших вариантов.

## 9. Презентация выводов

Роль обучающегося:

- изучить учебную информацию по теме;
- провести системно — структурированный анализ содержания темы;
- выделить проблему, имеющую интеллектуальное затруднение, согласовать с преподавателем;
- дать обстоятельную характеристику условий задачи;
- критически осмыслить варианты и попытаться их модифицировать (упростить в плане избыточности);
- выбрать оптимальный вариант (подобрать известные и стандартные алгоритмы действия) или варианты разрешения проблемы (если она не стандартная).

### **Порядок подготовки презентации**

Компьютерную презентацию, сопровождающую выступление докладчика, удобнее всего подготовить в программе MS Power Point. Презентация как документ представляет собой последовательность сменяющих друг друга слайдов - то есть электронных страничек, занимающих весь экран монитора (без присутствия панелей программы). Чаще всего демонстрация презентации проецируется на большом экране, реже – раздается собравшимся как печатный материал. Количество слайдов адекватно содержанию и продолжительности выступления (например, для 5-минутного выступления рекомендуется использовать не более 10 слайдов).

На первом слайде обязательно представляется тема выступления и сведения об авторах. Следующие слайды можно подготовить, используя две различные стратегии их подготовки:

- 1 стратегия: на слайды выносятся опорный конспект выступления и ключевые слова с тем, чтобы пользоваться ими как планом для выступления. В этом случае к слайдам предъявляются следующие требования:
  - объем текста на слайде – не больше 7 строк;
  - маркированный/нумерованный список содержит не более 7 элементов;
  - отсутствуют знаки пунктуации в конце строк в маркированных и нумерованных списках;
  - значимая информация выделяется с помощью цвета, кегля, эффектов анимации.

Особо внимательно необходимо проверить текст на отсутствие ошибок и опечаток. Основная ошибка при выборе данной стратегии состоит в том, что выступающие заменяют свою речь чтением текста со слайдов.

- 2 стратегия: на слайды помещается фактический материал (таблицы, графики, фотографии и пр.), который является уместным и достаточным средством наглядности, помогает в раскрытии стержневой идеи выступления. В этом случае к слайдам предъявляются следующие требования:
  - выбранные средства визуализации информации (таблицы, схемы, графики и т. д.) соответствуют содержанию;
  - использованы иллюстрации хорошего качества (высокого разрешения), с четким изображением (как правило, никто из присутствующих не заинтересован вчитываться в текст на ваших слайдах и всматриваться в мелкие иллюстрации);
  - максимальное количество графической информации на одном слайде – 2 рисунка (фотографии, схемы и т.д.) с текстовыми комментариями (не более 2 строк к каждому);
  - наиболее важная информация должна располагаться в центре экрана.

Основная ошибка при выборе данной стратегии – «соревнование» со своим иллюстративным материалом (аудитории не предоставляется достаточно времени, чтобы воспринять материал на слайдах). Обычный слайд, без эффектов анимации должен демонстрироваться на экране не менее 10 - 15 секунд. За меньшее время присутствующие не успеют осознать содержание слайда. Если какая-то картинка появилась на 5 секунд, а потом тут же сменилась другой, то аудитория будет считать, что докладчик ее подгоняет. Обратного (позитивного) эффекта можно достигнуть,

если докладчик пролистывает множество слайдов со сложными таблицами и диаграммами, говоря при этом «Вот тут приведен разного рода вспомогательный материал, но я его хочу пропустить, чтобы не перегружать выступление подробностями». Правда, такой прием делать в начале и в конце презентации – рискованно, оптимальный вариант – в середине выступления.

Если на слайде приводится сложная диаграмма, ее необходимо предварить вводными словами (например, «На этой диаграмме приводится то-то и то-то, зеленым отмечены показатели А, синим – показатели Б»), с тем, чтобы дать время аудитории на ее рассмотрение, а только затем приступать к ее обсуждению. Каждый слайд, в среднем должен находиться на экране не меньше 40 – 60 секунд (без учета времени на случайно возникшее обсуждение). В связи с этим лучше настроить презентацию не на автоматический показ, а на смену слайдов самим докладчиком.

Особо тщательно необходимо отнестись к оформлению презентации. Для всех слайдов презентации по возможности необходимо использовать один и тот же шаблон оформления, кегль – для заголовков - не меньше 24 пунктов, для информации - для информации не менее 18. В презентациях не принято ставить переносы в словах.

Подумайте, не отвлекайте ли вы слушателей своей же презентацией? Яркие краски, сложные цветные построения, излишняя анимация, выпрыгивающий текст или иллюстрация — не самое лучшее дополнение к научному докладу. Также нежелательны звуковые эффекты в ходе демонстрации презентации. Наилучшими являются контрастные цвета фона и текста (белый фон – черный текст; темно-синий фон – светло-желтый текст и т. д.). Лучше не смешивать разные типы шрифтов в одной презентации. Рекомендуются не злоупотреблять прописными буквами (они читаются хуже).

Неконтрастные слайды будут смотреться тусклыми и невыразительными, особенно в светлых аудиториях. Для лучшей ориентации в презентации по ходу выступления лучше пронумеровать слайды. Желательно, чтобы на слайдах оставались поля, не менее 1 см с каждой стороны. Вспомогательная информация (управляющие кнопки) не должны преобладать над основной информацией (текстом, иллюстрациями). Использовать встроенные эффекты анимации можно только, когда без этого не обойтись (например, последовательное появление элементов диаграммы). Для акцентирования внимания на какой-то конкретной информации слайда можно воспользоваться лазерной указкой.

Диаграммы готовятся с использованием мастера диаграмм табличного процессора MS Excel. Для ввода числовых данных используется числовой формат с разделителем групп разрядов. Если данные (подписи данных) являются дробными числами, то число отображаемых десятичных знаков должно быть одинаково для всей группы этих данных (всего ряда подписей данных). Данные и подписи не должны накладываться друг на друга и сливаться с графическими элементами диаграммы. Структурные диаграммы готовятся при помощи стандартных средств рисования пакета MS Office. Если при форматировании слайда есть необходимость пропорционально уменьшить размер диаграммы, то размер шрифтов реквизитов должен быть увеличен с таким расчетом, чтобы реальное отображение объектов диаграммы соответствовало значениям, указанным в таблице. В таблицах не должно

быть более 4 строк и 4 столбцов — в противном случае данные в таблице будет просто невозможно увидеть. Ячейки с названиями строк и столбцов и наиболее значимые данные рекомендуется выделять цветом.

Табличная информация вставляется в материалы как таблица текстового процессора MSWord или табличного процессора MSExcel. При вставке таблицы как объекта и пропорциональном изменении ее размера реальный отображаемый размер шрифта должен быть не менее 18 pt. Таблицы и диаграммы размещаются на светлом или белом фоне.

Если Вы предпочитаете воспользоваться помощью оператора (что тоже возможно), а не листать слайды самостоятельно, очень полезно предусмотреть ссылки на слайды в тексте доклада («Следующий слайд, пожалуйста...»).

Заключительный слайд презентации, содержащий текст «Спасибо за внимание» или «Конец», вряд ли приемлем для презентации, сопровождающей публичное выступление, поскольку завершение показа слайдов еще не является завершением выступления. Кроме того, такие слайды, так же как и слайд «Вопросы?», дублируют устное сообщение. Оптимальным вариантом представляется повторение первого слайда в конце презентации, поскольку это дает возможность еще раз напомнить слушателям тему выступления и имя докладчика и либо перейти к вопросам, либо завершить выступление.

Для показа файл презентации необходимо сохранить в формате «Демонстрация PowerPoint» (Файл — Сохранить как — Тип файла — Демонстрация PowerPoint). В этом случае презентация автоматически открывается в режиме полноэкранный показа (slideshow) и слушатели избавлены как от вида рабочего окна программы PowerPoint, так и от потерь времени в начале показа презентации.

После подготовки презентации полезно проконтролировать себя вопросами:

- удалось ли достичь конечной цели презентации (что удалось определить, объяснить, предложить или продемонстрировать с помощью нее?);
- к каким особенностям объекта презентации удалось привлечь внимание аудитории?
- не отвлекает ли созданная презентация от устного выступления?

После подготовки презентации необходима репетиция выступления.

## **ПОДГОТОВКА К ПРАКТИЧЕСКИМ ЗАНЯТИЯМ**

Как готовиться к практическому занятию.

1. Внимательно прочтите вопросы к заданию.
2. Подберите литературу, не откладывая ее поиски на последний день.
3. Прочтите указанную литературу, определите основной источник по каждому вопросу, делая выписки на листах или карточках, нумеруйте их пунктами плана, к которому они относятся.
4. Оформляя выписки, не забудьте записать автора, название, год и место издания, том, страницу.
5. При чтении найдите в словарях значение новых слов или слов, недостаточно вам известных.
6. Просматривая периодическую печать, делайте вырезки по теме.
7. Проверьте, на все ли вопросы плана у вас есть ответы.

8. На полях конспекта, выписок запиши вопросы, подчеркните спорные положения в тексте.

### **ТРЕБОВАНИЯ К ВЫСТУПЛЕНИЮ**

Перечень требований к любому выступлению обучающегося примерно таков:

- связь выступления с предшествующей темой или вопросом;
- раскрытие сущности проблемы;
- методологическое значение для научной, профессиональной и практической деятельности.

Важнейшие требования к выступлениям студентов – самостоятельность в подборе фактического материала и аналитическом отношении к нему, умение рассматривать примеры и факты во взаимосвязи и взаимообусловленности, отбирать наиболее существенные из них.

Приводимые участником практического занятия примеры и факты должны быть существенными, по возможности перекликаться с профилем обучения. Примеры из области наук, близких к будущей специальности обучающегося, из сферы познания, обучения поощряются руководителем семинара. Выступление обучающегося должно соответствовать требованиям логики. Четкое вычленение излагаемой проблемы, ее точная формулировка, неукоснительная последовательность аргументации именно данной проблемы, без неоправданных отступлений от нее в процессе обоснования, безусловная доказательность, непротиворечивость и полнота аргументации, правильное и содержательное использование понятий и терминов.

Памятка участнику дискуссии.

1. Прежде чем выступать, четко определите свою позицию.
2. Проверьте, правильно ли вы понимаете проблему.
3. Внимательно слушайте оппонента, затем излагайте свою точку зрения.
4. Помните, что лучшим способом доказательства или опровержения являются бесспорные факты.
5. Не забывайте о четкой аргументации и логике.
6. Спорьте честно и искренне, не искажайте мыслей оппонентов.
7. Говорите ясно, точно, просто, отчетливо, своими словами, не «по бумажке».
8. Имейте мужество признать правоту оппонента, если вы не правы.
9. Никогда не «навешивайте ярлыков», не допускайте грубостей и насмешек.
10. Заканчивая выступления, подведите итоги и сформулируйте выводы.

### **ТРЕБОВАНИЯ К УСТНОМУ ДОКЛАДУ**

1. Выберите тему из предложенной преподавателем тематики докладов и сообщений. Вы можете самостоятельно предложить тему с учетом изучаемого теоретического материала.

2. При подготовке доклада, сообщения используйте специальную литературу по выбранной теме, электронные библиотеки или другие Интернет-ресурсы.



3. Сделайте цитаты из книг и статей по выбранной теме (обратите внимание на непонятные слова и выражения, уточните их значение в справочной литературе).

4. Проанализируйте собранный материал и составьте план сообщения или доклада, акцентируя внимание на наиболее важных моментах.

5. Напишите основные положения сообщения или доклада в соответствии с планом, выписывая по каждому пункту несколько предложений.

6. Перескажите текст сообщения или доклада, корректируя последовательность изложения материала.

7. Подготовленный доклад может сопровождаться презентацией, иллюстрирующей его основные положения.

Построение доклада, как и любой другой научной работы, традиционно включает три части: вступление, основную часть и заключение.

Во вступлении указывается тема доклада, устанавливается логическая связь ее с другими темами или место рассматриваемой проблемы среди других проблем, дается краткий обзор источников, на материале которых раскрывается тема, и т. п.

В заключении обычно подводятся итоги, формулируются выводы, подчеркивается значение рассмотренной проблемы и т.п.

Основная часть также должна иметь четкое логическое построение. Изложение материала должно быть связным, последовательным, доказательным, лишенным ненужных отступлений и повторений.

## **7. Оценочные материалы для текущего контроля успеваемости и промежуточной аттестации обучающихся по учебной дисциплине**

### **7.1. Текущий контроль**

Текущий контроль обеспечивает оценивание хода освоения дисциплины. Основной задачей текущего контроля является повышение качества знаний и практических умений, развитие навыков самостоятельной работы, обеспечение обратной связи между преподавателем и слушателем в ходе изучения дисциплины.

Текущий контроль проводит преподаватель, ответственный за реализацию дисциплины.

Текущий контроль может проводиться:

- во время аудиторных занятий в соответствии с расписанием учебных занятий;
- во время самостоятельной работы обучающихся без присутствия преподавателя, с последующей проверкой результатов преподавателем;
- с использованием электронной информационно-образовательной среды.

**К формам текущего контроля относятся:**

Описание работ	Максимальное количество баллов
1. Посещение занятий/активность на занятиях/оценка социальных характеристик	5
2. Тесты (письменные) по контролю функциональных (практических) знаний и умений делового английского языка	5

3.	Поурочные тесты (контрольные работы)	10
4.	Итоговые тесты	10
5.	Final test (годовая контрольная работа)	10
6.	Ситуационные тесты (имитационные)	10
7.	Кейс метод (анализ конкретной ситуации)	10
<b>Итого текущий контроль:</b>		<b>60</b>

### ВХОДНЫЕ (ДИАГНОСТИЧЕСКИЕ) ТЕСТЫ

Назначение диагностического контроля состоит в установлении исходного уровня разных сторон личности обучающегося и, прежде всего, потенциала для будущей деятельности (способность как возможность) и результатов предшествующего научения – состояние готовности к выполнению новой учебной деятельности (способность как готовность).

Целью контроля может также являться выявление пробелов в знаниях и причины пробелов, используется экспресс-диагностика на основе заданий с выбором одного правильного ответа из 4.

Инструкция преподавателю

Для входного тестирования могут быть предложены два теста, в зависимости от предыдущей подготовки студентов и времени, выделяемом по учебно-тематическому плану на данный вид работы. Первый тест рассчитан на 15-20 (quick placement test), он содержит 45 вопросов.

Цель проведения данного теста проверить уровень словарного запаса деловой лексики, грамматики и операционных навыков их использования.

В зависимости от количества правильных ответов тест позволяет выявить уровень языковой подготовки студента: Pre-Intermediate, Intermediate and Upper Intermediate levels.

Второй вариант входного теста, данный в полном объеме, рассчитан на 50 минут:

1. Тест на выбор правильного варианта ответа (multiple choice) – 20 минут
2. Тест на проверку функциональных умений и навыков в использовании делового английского языка (skills test) – 20 минут
3. Устный опрос-интервью — 10 минут

Преподаватель может варьировать составные части теста, например, не включать функциональную часть или устную часть.

#### Входной (диагностический) Тест 1

Try to answer all forty five questions. There is one mark per question.

1 Write one answer from the four possible answers.

For example:

What  b  your job?

- a) are                      b) is                      c) be                      d) have

1 Lynn \_\_\_\_\_ at home at the moment.

- a) works                      b) is working                      c) work                      d) are working

2 We have \_\_\_\_\_ information about that.

**ОСНОВНАЯ ПРОФЕССИОНАЛЬНАЯ ОБРАЗОВАТЕЛЬНАЯ ПРОГРАММА ВЫСШЕГО ОБРАЗОВАНИЯ –  
ПРОГРАММА МАГИСТРАТУРЫ**

- 3 a) a lot of            b) an                            c) any                        d) many  
Would you \_\_\_\_\_ a coffee?
- 4 a) liked                b) liking                      c) like                        d) to like  
TV advertisements are \_\_\_\_\_ than newspapers.
- 5 a) the effective    b) effective                    c) most effective    d) more effective  
\_\_\_\_\_ they start production in 1989?
- 6 a) Did                 b) Do                            c) Have                      d) Are  
Our \_\_\_\_\_ for this project is just over a million dollars.
- 7 a) business            b) budget                      c) launch                    d) payback  
Our country has a very \_\_\_\_\_ economy at the moment. It's good news for business.
- 8 a) strong              b) positive                      c) easy                        d) weak  
\_\_\_\_\_ you free next week?
- 9 a) Do                  b) Have                        c) Are                        d) When  
I want to speak to the \_\_\_\_\_ of this conference.
- 10 a) organiser          b) organise                    c) organisation          d) organising  
Prices remained \_\_\_\_\_ at the same level as last year.
- 11 a) steadily            b) slowly                        c) steady                      d) same  
He wants to \_\_\_\_\_ a complaint to the manager.
- 12 a) make                b) do                              c) have                        d) deal with  
If you ask them, they \_\_\_\_\_ you.
- 13 a) are helping        b) 've help                      c) 'll help                    d) 'd help  
We need to finish. We're \_\_\_\_\_ out of time.
- 14 a) running            b) going                        c) finishing                d) keeping  
Let's look \_\_\_\_\_ this chart.
- 15 a) in                    b) at                              c) to                            d) like  
He's leaving the company \_\_\_\_\_ they wouldn't promote him.
- 16 a) because            b) so that                        c) in order to              d) that means that  
I'm in charge \_\_\_\_\_ dealing with other companies.
- 17 a) for                  b) to                              c) of                            d) with  
One way to \_\_\_\_\_ employees is to offer them a bonus.
- 18 a) meet                b) upset                        c) fear                        d) motivate  
The company was set \_\_\_\_\_ ten years ago.
- 19 a) on                    b) up                              c) in                            d) off  
We need to take legal \_\_\_\_\_ against them for copying our products.
- 20 a) compensate        b) advise                        c) action                      d) package  
Since 2003, bosses \_\_\_\_\_ slow to handle this problem.
- 21 a) have been          b) were                        c) are being                d) are  
Global warming will \_\_\_\_\_ to a change in the way we use energy.
- 22 a) caused              b) result                        c) due                        d) lead  
This is \_\_\_\_\_ designed than the previous model.
- 23 a) most beautifully b) more beautifully    c) beautiful                    d) beautifully  
Analysts were surprised to hear the company had declared itself \_\_\_\_\_.
- 24 a) sold out            b) bankrupt                      c) fired                        d) fallen  
Can you fill in this \_\_\_\_\_ form?
- 25 a) apply                b) applicant                      c) application              d) applied  
The person at the door, \_\_\_\_\_ greeted you, is the HR manager.
- 26 a) who                  b) what                        c) where                        d) why  
If we \_\_\_\_\_ him, we wouldn't have got an answer.
- 27 a) haven't asked    b) hadn't asked                c) asked                        d) ask  
Would you be interested \_\_\_\_\_ joining us for a drink?
- 28 a) for                  b) with                        c) in                            d) to  
You \_\_\_\_\_ come if you don't want to. It isn't obligatory!

- 29 a) don't have to    b) mustn't    c) ought to    d) might not  
She \_\_\_\_\_ if he'd ever been to Spain.
- 30 a) said    b) told    c) told me    d) asked  
The box \_\_\_\_\_ over to warehouse on this conveyor belt.
- 31 a) is carried    b) carries    c) are carrying    d) be carried  
By the end of next year, the new factory \_\_\_\_\_.
- 32 a) built    b) is built    c) will have been built    d) will build  
What will you need in the \_\_\_\_\_ of resources?
- 33 a) way    b) route    c) aim    d) road  
Let's try to improve the team \_\_\_\_\_ with a party!
- 34 a) goal    b) player    c) spirit    d) project  
You don't know what the difficulty is, \_\_\_\_\_ you?
- 35 a) are    b) know    c) don't    d) do  
Regular \_\_\_\_\_ to our mobile phone services can receive big discounts.
- 36 a) employees    b) subscribers    c) consumers    d) programmers  
We are not willing \_\_\_\_\_ anymore funding for this.
- 37 a) providing    b) provide    c) to provide    d) are providing  
Let's try to \_\_\_\_\_ an agreement before the end of today.
- 38 a) reach    b) meet    c) do    d) take  
That's \_\_\_\_\_ of the question I'm afraid.
- 39 a) in    b) off    c) answer    d) out  
I can't \_\_\_\_\_ the importance of more training.
- 40 a) preemphasise    b) overemphasise    c) interemphasise    d) multiemphasise  
\_\_\_\_\_ energies are things like wind power and solar energy.
- 41 a) Reserve    b) Renewable    c) Refinery    d) Fuel  
A \_\_\_\_\_ is a situation where there is only one supplier of goods or a service.
- 42 a) payment    b) cartel    c) brokerage    d) monopoly  
They have a 30% \_\_\_\_\_ in that company.
- 43 a) margin    b) core    c) stake    d) profit  
The bank is going to \_\_\_\_\_ me half of what I need.
- 44 a) lend    b) borrow    c) save    d) raise  
He never listens to anyone else and only does what he thinks. He's so \_\_\_\_\_.
- 45 a) cynical    b) bad-tempered    c) arrogant    d) considerate  
For the \_\_\_\_\_ of these people, there is only one objective.
- 45 a) likes    b) like    c) likened    d) likely

### Входной (диагностический) Тест 2

Try to answer all forty five questions. There is one mark per question.

1 Write one answer from the four possible answers.

For example:

What b your job?

- a) are    b) is    c) be    d) have
- 1 Lynn \_\_\_\_\_ at home at the moment.  
a) works    b) is working    c) work    d) are working
- 2 We have \_\_\_\_\_ information about that.  
a) a lot of    b) an    c) any    d) many
- 3 Would you \_\_\_\_\_ a coffee?  
a) liked    b) liking    c) like    d) to like
- 4 TV advertisements are \_\_\_\_\_ than newspapers.  
a) the effective    b) effective    c) most effective    d) more effective
- 5 \_\_\_\_\_ they start production in 1989?  
a) Did    b) Do    c) Have    d) Are

- 6 Our \_\_\_\_\_ for this project is just over a million dollars.  
a) business                      b) budget                      c) launch                      d) payback
- 7 Our country has a very \_\_\_\_\_ economy at the moment. It's good news for business.  
a) strong              b) positive              c) easy              d) weak
- 8 \_\_\_\_\_ you free next week?  
a) Do                      b) Have                      c) Are                      d) When
- 9 I want to speak to the \_\_\_\_\_ of this conference.  
a) organiser                      b) organise                      c) organisation                      d) organising
- 10 Prices remained \_\_\_\_\_ at the same level as last year.  
a) steadily                      b) slowly                      c) steady                      d) same
- 11 He wants to \_\_\_\_\_ a complaint to the manager.  
a) make                      b) do                      c) have                      d) deal with
- 12 If you ask them, they \_\_\_\_\_ you.  
a) are helping              b) 've help                      c) 'll help                      d) 'd help
- 13 We need to finish. We're \_\_\_\_\_ out of time.  
a) running                      b) going                      c) finishing                      d) keeping
- 14 Let's look \_\_\_\_\_ this chart.  
a) in                      b) at                      c) to                      d) like
- 15 He's leaving the company \_\_\_\_\_ they wouldn't promote him.  
a) because                      b) so that                      c) in order to                      d) that means that
- 16 I'm in charge \_\_\_\_\_ dealing with other companies.  
a) for                      b) to                      c) of                      d) with
- 17 One way to \_\_\_\_\_ employees is to offer them a bonus.  
a) meet                      b) upset                      c) fear                      d) motivate
- 18 The company was set \_\_\_\_\_ ten years ago.  
a) on                      b) up                      c) in                      d) off
- 19 We need to take legal \_\_\_\_\_ against them for copying our products.  
a) compensate              b) advise                      c) action                      d) package
- 20 Since 2003, bosses \_\_\_\_\_ slow to handle this problem.  
a) have been                      b) were                      c) are being                      d) are
- 21 Global warming will \_\_\_\_\_ to a change in the way we use energy.  
a) caused                      b) result                      c) due                      d) lead
- 22 This is \_\_\_\_\_ designed than the previous model.  
a) most beautifully              b) more beautifully              c) beautiful                      d) beautifully
- 23 Analysts were surprised to hear the company had declared itself \_\_\_\_\_.  
a) sold out                      b) bankrupt                      c) fired                      d) fallen
- 24 Can you fill in this \_\_\_\_\_ form?  
a) apply                      b) applicant                      c) application                      d) applied
- 25 The person at the door, \_\_\_\_\_ greeted you, is the HR manager.  
a) who                      b) what                      c) where                      d) why
- 26 If we \_\_\_\_\_ him, we wouldn't have got an answer.  
a) haven't asked              b) hadn't asked                      c) asked                      d) ask
- 27 Would you be interested \_\_\_\_\_ joining us for a drink?  
a) for                      b) with                      c) in                      d) to
- 28 You \_\_\_\_\_ come if you don't want to. It isn't obligatory!  
a) don't have to              b) mustn't                      c) ought to                      d) might not
- 29 She \_\_\_\_\_ if he'd ever been to Spain.  
a) said                      b) told                      c) told me                      d) asked
- 30 The box \_\_\_\_\_ over to the warehouse on this conveyor belt.  
a) is carried                      b) carries                      c) are carrying                      d) be carried
- 31 By the end of next year, the new factory \_\_\_\_\_.  
a) built                      b) is built                      c) will have been built              d) will build

- 32 What will you need in the \_\_\_\_\_ of resources?  
a) way                      b) route                      c) aim                      d) road
- 33 Let's try to improve the team \_\_\_\_\_ with a party!  
a) goal                      b) player                      c) spirit                      d) project
- 34 You don't know what the difficulty is, \_\_\_\_\_ you?  
a) are                      b) know                      c) don't                      d) do
- 35 Regular \_\_\_\_\_ to our mobile phone services can receive big discounts.  
a) employees              b) subscribers              c) consumers              d) programmers
- 36 We are not willing \_\_\_\_\_ any more funding for this.  
a) providing              b) provide                      c) to provide              d) are providing
- 37 Let's try to \_\_\_\_\_ an agreement before the end of today.  
a) reach                      b) meet                      c) do                      d) take
- 38 That's \_\_\_\_\_ of the question I'm afraid.  
a) in                      b) off                      c) answer                      d) out
- 39 I can't \_\_\_\_\_ the importance of more training.  
a) preemphasise              b) overemphasise              c) interemphasise              d) multiemphasise
- 40 \_\_\_\_\_ energies are things like wind power and solar energy.  
a) Reserve                      b) Renewable                      c) Refinery                      d) Fuel
- 41 A \_\_\_\_\_ is a situation where there is only one supplier of goods or a service.  
a) payment                      b) cartel                      c) brokerage                      d) monopoly
- 42 They have a 30% \_\_\_\_\_ in that company.  
a) margin                      b) core                      c) stake                      d) profit
- 43 The bank is going to \_\_\_\_\_ me half of what I need.  
a) lend                      b) borrow                      c) save                      d) raise
- 44 He never listens to anyone else and only does what he thinks. He's so \_\_\_\_\_.  
a) cynical                      b) bad-tempered                      c) arrogant                      d) considerate
- 45 For the \_\_\_\_\_ of these people, there is only one objective.  
a) likes                      b) like                      c) likened                      d) likely

**Входной тест на проверку умений и навыков функционального использования знаний делового английского языка**

Complete all four sections.

**SECTION 1: READING**

1 Sentences 1–9 are taken from articles. Match a headline to each sentence and write your answers here.

1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_ 6 \_\_\_ 7 \_\_\_ 8 \_\_\_ 9 \_\_\_

a ON THE CHEAP	f WHEN EXCLUSIVE BECOMES COMMON
b A BLEAK MIDWINTER OR OIL COMPANIES TAKING ADVANTAGE?	g GOING UP
c OFFICE WORKERS RUDER	h KEEPING PACE – BUT FOR HOW LONG?
d NETWORKED CAMPAIGNS	i IS ANYONE LOOKING?
e A QUICK STEP UPWARDS	

- 1 Gone are the days when protests were disorganised gatherings of the masses. Nowadays internet is the tool of choice for those with a cause in mind...
- 2 Recent price rises in fuel have not gone unnoticed but no-one in the government has yet seemed to question why. With the UK suffering some of the coldest temperatures on record, it may occur to the more cynical of us that someone somewhere is cashing in...
- 3 A recent survey shows people in the workplace are more impolite than they were five years ago and more customers report dissatisfaction...
- 4 Gucci, Calvin Kline, Porsche. All names associated with the rich and famous but what happens when such a brand tries to reach the masses? The stories of brand stretching – becoming more accessible to more people - vary between the successful to the downright disastrous...

- 5 Few companies can boast the instant success of the footwear company ‘Camber’. In what is known as a highly competitive sector, the Spanish designers surprised everyone with their growth.
- 6 Today the Russian Space agency announced plans for a lift to carry cosmonauts directly from central Siberia directly to the moon...
- 7 New research suggests that of the 1,500 images that companies throw at consumers per day, we are in fact ignoring most of them.
- 8 With mobile phones seemingly changing by the week, some analysts are beginning to question the speed at which consumers are being expected to update and upgrade...
- 9 The trend for supermarkets to bring their prices down doesn’t seem to be stopping, with customers demanding more food for less.

SECTION 2: WRITING

2 Part One: Read this email. Each line contains a mistake. Underline the word and correct it. See the example.

Dear Mr Glass

*am*

I is writing to you for information about the job

10 what you advertised in today’s newspaper.

11 I have the degree in business studies and this

12 summer I worked as an office supplies company

13 where I was in charge for post and some telephoning.

14 Your post interest me because I studied sales on my

15 degree course and would to like to specialise in this area.

16 Please finding attached my CV.

3 Part Two: Write the reply from Mr Glass to the email in Part One. Write on lines 17-21 below. Your email should:

– refer to his email (line 17)

– thank him for the CV (line 18)

– say you have attached the job description (line 19)

– invite him for an interview (line 20)

– refer to future contact (line 21)

17 \_\_\_\_\_

18 \_\_\_\_\_

19 \_\_\_\_\_

20 \_\_\_\_\_

21 \_\_\_\_\_

SECTION 3: LISTENING

Track 1 parts one and two

You will listen to someone talking about their job. Read the questions below. Listen twice to the interview and tick answer a, b or c.

22 He works in...

- a) IT.
- b) pharmaceuticals.
- c) banking.

23 His job involves providing help to...

- a) teams.
- b) technicians.
- c) customers.

24 Many employees are recruited...

- a) from Chennai.

- 25 Slash also...  
b) nationally.  
c) locally.  
a) provides services to other countries.  
b) recruits from other countries.  
c) recruits people who speak the languages of Germany, France and Latin America.
- 26 The long hours mean that  
a) he finds it hard to work.  
b) he found it hard to work.  
c) he doesn't like training.
- 27 Most of the other employees are...  
a) not educated  
b) not technicians  
c) not lawyers
- 28 He thinks it is harder to...  
a) live in India than in the US or Europe.  
b) deal with differences when he isn't at work.  
c) get used to working from home than from an office.
- 29 He believes the effect of globalisation...  
a) is reasonable.  
b) will cause unemployment in Europe.  
c) makes it difficult to outsource.
- 30 He thinks that India...  
a) has outsourced more than France.  
b) has guaranteed its future with its experience.  
c) needs to continue to work hard to be successful.

УСТНАЯ ЧАСТЬ ВХОДНОГО ТЕСТИРОВАНИЯ

SECTION 4: SPEAKING

**Памятка преподавателю**

Цель данных вопросов и тем для обсуждения - определить уровень знаний студента, поэтому начинать надо с вопросов уровня Pre-Intermediate.

Если тестируемый отвечает уверенно и грамотно, можно переходить к вопросам следующего уровня или уровня выше среднего.

Содержание вопросов устной части входных тестов можно варьировать, сочетая разноуровневые вопросы в опросе. Грамотный, содержательный и уверенный ответ позволит определить уровень владения студентами устной речью делового английского языка.

**Pre-Intermediate**

- What's your job? What are you studying?
- What do you do in your job/on your course?
- What does your company do? What kind of company do you work for?
- Tell me about your typical day. What time do you have lunch? What do you normally eat for lunch? What do you usually wear to work/school?
- Why do you need English? When did you start learning English? What suggestions would you give to someone who wants to learn English?
- How often do you attend meetings/lessons? What are they about? Are they useful?
- Tell me about your product or service. Compare it with your competitor's
- What are three key events in your life? What do you hope to do in the future?
- Tell me about a recent problem you had at work/school. How did you solve it?

**Intermediate**

- What motivates you in your work/studies?
- Who is your manager? How would you describe his/her management style?
- Have you been working on a project recently? What kind of deadlines have you had?
- What major changes do you predict for you/your area of business?
- How does your company market itself? What are some effective methods of marketing?



- How would your customers (or colleagues) describe you or your company?
- Tell me about your company's recent financial performance.
- What are some of the rules you have at work/school?
- If you hadn't chosen your current job/course, what would you have done instead?

### Upper Intermediate

- How much do you think the personal relationship is important in your work? How much do cultural differences affect the way you talk to people from other countries?
- Do you prefer working (or studying) alone or in teams? Why?
- What ways do you communicate with people? By phone? By email? What are the advantages and disadvantages of these methods? Do you spend too much time on them?
- What do you hope to achieve this year? What decisions will you have to make?
- What was the last book you read or film you saw? Tell me about it.
- What was a recent problem you had to solve? How did you solve it?
- Do you ever deal with conflict at work? How do you resolve conflict?
- Tell me about some training you took recently

## ТЕСТЫ (ПИСЬМЕННЫЕ) ПО КОНТРОЛЮ ФУНКЦИОНАЛЬНЫХ (ПРАКТИЧЕСКИХ) ЗНАНИЙ И УМЕНИЙ ДЕЛОВОГО АНГЛИЙСКОГО ЯЗЫКА.

Время выполнения — 20-25 минут.

### Уровень Pre-Intermediate/Intermediate

#### Business Test 1

Answer all thirty questions. There is one mark per question.

“LET'S GET STARTED”

(1-7)

1 Number this conversation 1-7 in the correct order.

- \_\_\_ What kind of company do you work for?
- \_\_\_ I'm an engineer. What do you do, Jiang?
- \_\_\_ We specialise in financial software.
- \_\_\_ Pleased to meet you, Jiang. I'm Javier.
- \_\_\_ Hello, my name's Jiang.
- \_\_\_ Pleased to meet you Javier. What's your job?
- \_\_\_ I'm an IT programmer.

MAKE CONTACT

2 Complete this telephone conversation with these verbs.

have / speak / isn't / spell / is / tell / give / take / take

Good morning. Sales.

Hello, can I (8)\_\_\_\_\_ to Nigel please? - I'm sorry, he (9)\_\_\_\_\_ here at the moment. Can I (10)\_\_\_\_\_ a message?

- Thanks. Can you (11)\_\_\_\_\_ him I'm arriving at five? - Sure. Can I (12)\_\_\_\_\_ your name? - Yes, it's Jelena. - Sorry, can you (13)\_\_\_\_\_ that? - Yes, it's J-E-L-E-N-A.

- And you're arriving at five. Is that today? - No, tomorrow. - OK. Can I (14)\_\_\_\_\_ a contact number? - It's 07789 5673 4673. - Sorry, (15)\_\_\_\_\_ that 07789 5673 4673? - That's correct. - OK. I'll (16)\_\_\_\_\_ him your message. - Thanks very much.

RECEIVE VISITORS

3 Match the responses in a-j to 17-26. Write your answers here:

17\_\_\_ 18\_\_\_ 19\_\_\_ 20\_\_\_ 21\_\_\_ 22\_\_\_ 23\_\_\_ 24\_\_\_ 25\_\_\_ 26\_\_\_

- 17 How are you? 18 How is work? 19 Is your hotel OK? 20 How long are you staying?
- 21 Is this your first visit to Prague? 22 Can I help with your bag? 23 Would you like a coffee?
- 24 How was your journey? 25 Could I offer you a lift to the hotel? 26 Is it OK to smoke?

a) Very comfortable thanks. b) Thanks. Milk and no sugar please. c) Only two days.

- d) Fine. Your directions were very good. e) Yes, it is. It's very beautiful. f) Fine thanks. And you?  
g) No, it's OK. I'll take a taxi. h) We're very busy at the moment. i) I'm afraid not. j) That's very kind of you.

MESSAGES AND NOTES

4 Each line of this note has one punctuation mistake. Correct it.

27 Mr meier is arriving at Pisa Airport today. 28 Can you meet him 29 Call me if theres a problem

30 He's on flight AI 567

**Business Skills Test 2**

Answer all thirty questions. There is one mark per question.

“BE A GOOD GUEST”

1 Complete these questions and answers in a restaurant. Use the question words on the left and the words on the right for the answers.

How / Do / What Would / Is	good / spicy / nice delicious / speciality
-------------------------------	---

- 1 \_\_\_\_\_ you like something to drink first? 2 Yes, that would be \_\_\_\_\_.  
3 \_\_\_\_\_'s your fish? 4 It's \_\_\_\_\_, thank you.  
5 \_\_\_\_\_ it a traditional dish? 6 Yes, it's a regional \_\_\_\_\_.  
7 \_\_\_\_\_ do you recommend? 8 The steak is very \_\_\_\_\_.  
9 \_\_\_\_\_ you like Indian food? 10 Yes, I love \_\_\_\_\_ food.

TALK ABOUT COMPANY HISTORY

2 Complete the presentation below with phrases a-h. Write your answers here:

11\_\_\_ 12\_\_\_ 13\_\_\_ 14\_\_\_ 15\_\_\_ 16\_\_\_ 17\_\_\_ 18\_\_\_

- a) after a while  
b) Today, I'd like to talk to you c) After moving into d) To begin with I'll tell you  
e) Then f) Then, we'll look at g) And finally, we'll talk h) But before we start,  
Hello, ladies and gentlemen. \_\_\_\_\_ 11 \_\_\_\_\_ about customer management.  
\_\_\_\_\_ 12 \_\_\_\_\_ a little about how approaches to the customer have changed in the last fifty  
years. \_\_\_\_\_ 13 \_\_\_\_\_ the effect of e-commerce on the customer.  
\_\_\_\_\_ 14 \_\_\_\_\_ about ways to integrate e-commerce into your customer care programmes.  
\_\_\_\_\_ 15 \_\_\_\_\_ I'll just tell you something about me. I got my first job in 1975 as a hotel clerk  
and \_\_\_\_\_ 16 \_\_\_\_\_ became manager. \_\_\_\_\_ 17 \_\_\_\_\_ consultancy ten years ago, I  
specialised in customer service in hotels. \_\_\_\_\_ 18 \_\_\_\_\_ I began working with businesses in  
other areas

PARTICIPATE IN MEETINGS

3 Look at these pairs of phrases from meetings. Tick the correct phrase. Correct the mistake in the other phrase.

- 19 a) I'm sure you're right. 20 a) How do you think about this?  
b) I'm agree with you. b) How do you feel about this?  
21 a) I not disagree. 22 a) I see your point.  
b) I don't agree. b) That a good point.  
23 a) I'm not sure about that health drinks could be important.  
b) It's possible that health drinks could be important.  
24 a) That's absolutely true.  
b) You're right absolutely.

EMAILS

4 Here are two emails. Write sentences 25-30 in full using the words given.

Dear Mr Mahoud 25 – send – some information – the new laptop GX 114. _____
26 I – to know – possible – use with our old printers.

27 Thanks – help.
Dear Ms Baxter
28 Thank – email – the new laptop GX 114.
29 Here - information – asked for:
30 Let – know – you – any further questions.

### Business Skills Test 3

Answer all thirty questions. There is one mark per question.

#### MAKE APPOINTMENTS BY PHONE

1 Write in the missing prepositions in this conversation.

A: Hi. What can I do for you? - B: I'm (1)\_\_\_\_\_ Lvov (2)\_\_\_\_\_ the end of the month and I'd like to visit you. - A: That's great. What date's good (3)\_\_\_\_\_ you? - B: Are you around (4)\_\_\_\_\_ the 28<sup>th</sup>?  
- A: That's Monday. I'm afraid, I'm busy then. Are you free (5)\_\_\_\_\_ the Wednesday of that week?  
- B: Yes, OK. What time? - A: (6)\_\_\_\_\_ 4pm? - B: Sounds great. See you then.

#### SHOW ROUND A NEW COLLEAGUE

2 Match two halves to make instructions.

7 \_\_\_ 8 \_\_\_ 9 \_\_\_ 10 \_\_\_ 11 \_\_\_ 12 \_\_\_ 13 \_\_\_

7 Go 8 Put 9 Take 10 Press 11 Show 12 Wait 13 Turn

a) straight ahead. b) the button for coffee. c) the coffee out. d) for the red light to change to green.  
e) left. f) your identity card to the security person. g) your money in the slot.

#### SUGGESTIONS

3 Write the verb in brackets in the correct form.

- 14 I think we should \_\_\_\_\_ (give) them a travel clock.  
15 We need \_\_\_\_\_ (do) something special.  
16 How about \_\_\_\_\_ (offer) them a free trip?  
17 Why \_\_\_\_\_ (not/make) pens with a logo on?  
18 What about \_\_\_\_\_ (arrange) a party to celebrate?  
19 We have \_\_\_\_\_ (make) a decision on that.  
20 \_\_\_\_\_ everyone \_\_\_\_\_ (agree) with that idea?

4 Re-order these words to make phrases for reacting to suggestions.

21 I work that would don't think.

22 sure not about idea I'm that.

23 a that good 's idea.

#### MEMOS

5 There is one extra word in each line of this memo. Cross it out and write it at the end.

To: All staff

From: Gabriel Geyer, Administration Manager

Subject: Recycle paper

24) Please to note that from Monday 5<sup>th</sup> of June \_\_\_\_\_

25) we will be introduce recycling bins for paper. \_\_\_\_\_

26) We hope that this which will reduce the paper \_\_\_\_\_

27) we are currently throw away. \_\_\_\_\_

28) We are also investigating other possibilities for by reducing office waste. \_\_\_\_\_

- 29) If you have any suggestions, please contact with me. \_\_\_\_\_  
30) Thanks you for your help with this. \_\_\_\_\_

#### Business Skills Test 4

Answer all thirty questions. There is one mark per question.

“PRESENT INFORMATION”

1 Write the trend verbs below into the three categories.

fall / decrease / level out / rise / remain steady / increase

- 1 Going up: \_\_\_\_\_  
2 Going down: \_\_\_\_\_  
3 Staying the same: \_\_\_\_\_

2 You can complete each of these sentences with two of the verbs above. Choose one and write it in the correct form.

- 4 As you can see from this chart, turnover \_\_\_\_\_ dramatically last year from 5 million to 1.5 million.  
5 Despite poor results from most shops on the high street, our sales \_\_\_\_\_ over the last six months with no substantial changes.  
6 The economy is doing well now as the gradual \_\_\_\_\_ on this graph shows.

PRESENT AN ARGUMENT

3 Tick answer a, b or c to complete these sentences.

- 7 How \_\_\_\_\_ meetings do you attend a week?  
a) many      b) much      c) long  
8 \_\_\_\_\_ your prefer morning or afternoon meetings?  
a) When      b) Is      c) Do  
9 Do you \_\_\_\_\_ you haven't checked the figures for that?  
a) say      b) clarify      c) mean  
10 In other \_\_\_\_\_ we've made a loss.  
a) points      b) words      c) hand  
11 Can I just \_\_\_\_\_ I understand?  
a) clarify      b) check      c) explain  
12 What I \_\_\_\_\_ is, why didn't they tell us?  
a) view      b) ask      c) mean  
13 On the one \_\_\_\_\_ I agree, but on the other I'm not sure.  
a) hand      b) point      c) fact  
14 I understand your \_\_\_\_\_ about this...  
a) mean      b) point      c) fact  
15 \_\_\_\_\_ you think that will be a problem?  
a) What      b) Are      c) Don't

DEAL WITH PROBLEMS

4 Read this conversation between a Customer (C) and a Supplier (S). Words with four letters are missing. Write them in.

C: I wonder if you can (16)\_\_\_\_\_ me? I've got a problem (17)\_\_\_\_\_ order number 5900436M.

S: Sure, could you (18)\_\_\_\_\_ me what the problem is?

C: We only received the order for item VT2 07 but not for SC5 9H.

S: I'm sorry to (19)\_\_\_\_\_ that.

C: The problem is (20)\_\_\_\_\_ I need those parts by Friday.

S: I see. I'll call our warehouse and arrange another delivery.

C: As I say, I really need them by the end of the (21)\_\_\_\_\_.

S: I'll (22)\_\_\_\_\_ with it right now.

C: Thanks for your (23)\_\_\_\_\_.

LETTERS

5 Re-write these sentences to make them more formal. Start with the words given.

- 24 Hi, Mr Negata  
Dear \_\_\_\_\_
- 25 I received faulty goods today.  
I am writing to complain \_\_\_\_\_.
- 26 I want a sales assistant to call me.  
Could you arrange \_\_\_\_\_?
- 27 Sorry you received these goods.  
I am sorry to \_\_\_\_\_.
- 28 Call me if you need any more help.  
Please contact \_\_\_\_\_.
- 29 It was great to get your letter.  
Thank you \_\_\_\_\_.
- 30 There's a voucher with this letter.  
Please find \_\_\_\_\_.

### Business Skills Test 5

Answer all thirty questions. There is one mark per question.

“RUN A MEETING”

1 Write these verbs in phrases 1-9.

were / focus / talk / finish / get / have / run / keep / move

- 1 We're about to \_\_\_\_\_ out of time I'm afraid.  
2 Could we quickly \_\_\_\_\_ about the second point?  
3 We must \_\_\_\_\_ by three.  
4 We need to \_\_\_\_\_ on the main point.  
5 We don't \_\_\_\_\_ much time left.  
6 Now where \_\_\_\_\_ we?  
7 Can we \_\_\_\_\_ on track please?  
8 Let's \_\_\_\_\_ back to the point.  
9 Let's \_\_\_\_\_ on to a new topic.

NEGOTIATE

2 Each sentence contains one extra word. Cross it out.

- 10 If you had offered us exclusivity, we'd agree.  
11 If we will increase the order, will you reduce the price?  
12 I'm afraid but we can't accept that.  
13 I'll to need to think about that.  
14 Would it is be possible to introduce flexible hours?  
15 What if would we gave staff a bonus?  
16 If we did that, it will would be cheaper.

PRESENTATIONS

(17-24)

3 This is the last part of a presentation. Put the sentences in the correct order. Number them from 1 to 8.

1-4

- \_\_\_ Secondly, we looked at the roles of the team leader.  
\_\_\_ To finish let's look at the most important points again.  
\_\_\_ Firstly we saw how important it is to have a united team.  
\_\_\_ In order to achieve this you need a good team leader which requires training.

5-8

- \_\_\_ Thank you for your attention.  
\_\_\_ Would anyone like to ask any questions?  
\_\_\_ That's everything I wanted to say.  
\_\_\_ Finally we looked at how to avoid conflict within the team.

SHORT REPORTS

4 Change the form of these words (adding a prefix or suffix if necessary) to complete part of the report.

recommend / necessary / department / good / conclude / efficient

In (25) \_\_\_\_\_, here are my (26) \_\_\_\_\_ on how to run the department more (27) \_\_\_\_\_. Firstly, the department needs to end all the unplanned and (28) \_\_\_\_\_ meetings which currently take place. Instead, it would be much (29) \_\_\_\_\_ to hold one formal (30) \_\_\_\_\_ meeting at the beginning of each week.

## Уровень Upper-Intermediate/Advanced

### Business Skills Test 1 (Information)

Answer all thirty questions. There is one mark per question.

«BREAK THE ICE»

1 Match questions or statements 1-10 to responses a-j. Write your answers here:

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_  
5 \_\_\_\_\_ 6 \_\_\_\_\_ 7 \_\_\_\_\_ 8 \_\_\_\_\_  
9 \_\_\_\_\_ 10 \_\_\_\_\_

- 1 Which company do you work for? 2 Which talk are you going to this afternoon?  
3 Are you here on your own? 4 Have you been to this conference before?  
5 Did you know the main speaker's had to cancel due to illness?  
6 What did you think of the last seminar? 7 This is a good venue for a conference, isn't it?  
8 What are things like with you? 9 Are you one of the speakers? 10 What kind of job are you in?

- a) Not too bad, thanks. b) The one on supply chains. c) Geology. I'm a geologist.  
d) Yes, I am. I'm in hall 3 this afternoon. e) Just a small one. You probably haven't heard of us.  
f) Not bad. Quite interesting actually. g) Yes, several times actually. h) It is, isn't it?  
i) Yes, I am. My colleagues couldn't come. j) Has he? What a pity.

MAKE A STRONG START

2 Complete each sentence by choosing one word from A and one from B.

A	B
surprise / raise / familiar / bring / improve / make / feel	free / know / idea / communication up to date / decision / hand

- 11 If you have questions, please \_\_\_\_\_ to interrupt.  
12 I'd like to \_\_\_\_\_ you \_\_\_\_\_ on our new website.  
13 \_\_\_\_\_ your \_\_\_\_\_ if you think it's a good idea to change the current procedure.  
14 It may \_\_\_\_\_ you to \_\_\_\_\_ that we are aware of the problem.  
15 You may be \_\_\_\_\_ with the \_\_\_\_\_ I'm about to present.  
16 This information is important in order to \_\_\_\_\_ a \_\_\_\_\_.  
17 How can we \_\_\_\_\_ between international teams?

Build a team

3 Neil is the manager of a hotel. There is a problem with an employee. He meets Colin and Trisha to discuss the problem. Underline the correct word in *italics*.

N: OK. Let's start. Colin could you (18) *take/do* notes?

C: Sure

N: Well the situation is this. We can either risk (19) *losing/to lose* more customers or we can ask Richard to leave. Would this cause a problem for reception Trisha?

T: It would (20) *be/make* it difficult for me to cover the main desk.

C: Have you (21) *thought/considered* of offering him more training?

N: (22) *Why/What* on earth should we? He's had the same training as everyone else.

T: Maybe there's another way to (23) *see/look* at this. We could move him away from reception.

- N: I'm not happy about that. This is a hotel. He still has to deal with customers  
T: You're (24) *seeming/looking* worried, Colin. What are your thoughts?  
C: I think it could be done. He could work in the kitchen for example. How would you (25)  
*think/feel* if we did that?  
T: I'm not sure.  
N: I really need to have a decision today.

Emails

4 The sentences below are from two emails on the same subject. One email is friendly and diplomatic. The other is more direct. In each pair of sentences, decide which email each sentence comes from. Mark them F (for friendly) or D (for direct)

  F   Many thanks for sending your proposal and for all your hard work on this.

  D   I got your proposal.

26

       It looks OK but..

       We really like the ideas in your proposal but...

27

       I'm afraid there's a slight problem with the price you suggest.

       the price is too high.

28

       Can you call me asap?

       I was wondering if you could give me a call to discuss it.

29

       I won't be at my desk for the rest of the week but next Monday would be fine.

       Note that I'm away until Monday.

30

       Have a good weekend.

       Regards,

**Business Skills Test 2 (Goals)**

Answer all thirty questions. There is one mark per question.

«ASK QUESTIONS»

1 Re-write the first question starting with the words in the second.

1 How long have you been in this business?

Can you tell me \_\_\_\_\_?

2 Your head office is in Chicago, isn't it?

Is \_\_\_\_\_?

3 How many people do you employ?

Could I ask \_\_\_\_\_?

4 I want to ask you some general questions.

Can I start by \_\_\_\_\_?

5 Do you mind if I ask which other companies you supply?

Which other companies \_\_\_\_\_?

6 What is more important for you: quality or cost?

Is \_\_\_\_\_?

7 Is it right that you want to train ten people?

\_\_\_\_\_, is that right?

8 What time will we finish?

I'd like to know \_\_\_\_\_.

PRESENT FACTS AND FIGURES

2 Write in the missing preposition in sentences 9-16.

9 I'd like to begin \_\_\_\_\_ looking at these figures.

10 Now we'll move \_\_\_\_\_ to the second graph.

- 11 The final figure stands at just \_\_\_\_\_ five hundred thousand; four hundred and ninety-eight thousand to be exact.
- 12 I don't have an exact figure but the current number of respondents is somewhere \_\_\_\_\_ the two thousand mark.
- 13 The survey found 29% don't have Internet, so \_\_\_\_\_ one quarter of Swedes are still not connected.
- 14 Let's look \_\_\_\_\_ this diagram.
- 15 I'd like to draw your attention \_\_\_\_\_ this change in the normal trend.
- 16 So, to sum \_\_\_\_\_ we need a new strategy.

ENTERTAIN GUESTS

3 Which words and phrases in the box can replace the underlined words? Write them after the sentence.

I'm not really sure / incidentally / mind you / anyway / continue / do you know / actually

- 17 Can you guess what happened after they arrived?  
\_\_\_\_\_
- 18 The conference went well. By the way, thanks for that contact. I met him there.  
\_\_\_\_\_
- 19 She didn't seem very happy. But it all went very well.  
\_\_\_\_\_
- 20 I don't know why they didn't promote him.  
\_\_\_\_\_
- 21 Sorry about that interruption. So, go on, what happened next?  
\_\_\_\_\_
- 22 I haven't been out this week. To be honest I've been too busy.  
\_\_\_\_\_
- 23 They were offering a really good salary. Still, I'm not sure I'll accept it. There are some problems with it.  
\_\_\_\_\_

FACTUAL REPORTS

4 Choose the correct answer from a, b or c.

- 24 A third of consumers preferred the taste of the old drink \_\_\_\_\_ half chose the new drink.  
a) whereas      b) so      c) where
- 25 \_\_\_\_\_ the findings taken last year, it has been decided that...  
a) Consequently    b) Furthermore    c) Regarding
- 26 More people prefer item A. \_\_\_\_\_, we recommend it be developed...  
a) However      b) In addition      c) Therefore
- 27 The board understands employees' concerns. \_\_\_\_\_, these changes are necessary for continued success...  
a) As a result      b) Nevertheless      c) Concerning
- 28 \_\_\_\_\_ they accept responsibility, they are not prepared to resolve the situation.  
a) While      b) Whereas      c) For this reason
- 29 It is \_\_\_\_\_ that this report concludes negligence on the part of the manager.  
a) consequently    b) for this reason    c) therefore
- 30 We wish to promote you to head of department. \_\_\_\_\_, we will be merging your new department with a second department of ten more staff.  
a) In addition to    b) More      c) Furthermore

**Business Skills Test 3 (Options)**

Answer all thirty questions. There is one mark per question.

«BID AND BARGAIN»

1 Re-order these words to make phrases for bargaining.

- 1 do have in you mind what  
\_\_\_\_\_?



- 2 think better you can I than that do \_\_\_\_\_.
- 3 out question of that's the \_\_\_\_\_!
- 4 see I mean you what \_\_\_\_\_.
- 5 work how exactly would that \_\_\_\_\_?
- 6 that be I'm a problem afraid could \_\_\_\_\_.
- 7 we what if in the included price service \_\_\_\_\_?
- 8 need we by 14<sup>th</sup> the delivery \_\_\_\_\_.

CHAIR A MEETING

2 Change the form of the word in brackets to complete these phrases.

- 9 You obviously feel \_\_\_\_\_ (strong) about this.
- 10 Does anyone else have any \_\_\_\_\_ (suggest)?
- 11 Thank you for your comments. We'll take them into \_\_\_\_\_ (consider).
- 12 Why are you being so \_\_\_\_\_ (reason) ?
- 13 I do \_\_\_\_\_ (sympathy) with your concerns.

3 Match phrases 9-13 with the functions below. Write the phrase number after the function.

- 14 Asking for ideas \_\_\_\_\_
- 15 Show understanding \_\_\_\_\_
- 16 Finding out why a person is being difficult \_\_\_\_\_
- 17 Recognise an opinion \_\_\_\_\_
- 18 Acknowledging how a person feels \_\_\_\_\_

EMPHASISE YOUR POINT

4 Which word(s) in brackets give the most emphasis? Underline the word(s).

- 19 Let's be (absolutely / fairly) clear about this!
- 20 It's (important / imperative) that we make a decision tonight.
- 21 This (is not / isn't) what we want.
- 22 We (must / ought to) reach an agreement.
- 23 There's no doubt that we ('ll / will) succeed.
- 24 (It's the price that / Price) is important

MEMOS

5 Read this memo and put parts a-f into the correct order. Write your answers here:

- 25 \_\_\_\_\_ 26 \_\_\_\_\_ 27 \_\_\_\_\_ 28 \_\_\_\_\_ 29 \_\_\_\_\_ 30 \_\_\_\_\_

To: All heads of department

From: The head of school

Subject: Annual government inspection

The annual inspection of the school is only three weeks away and I would like to emphasise the importance of its success.

- a) For this reason, it is important that as many people attend as possible.
- b) It outlines the schedule and requirements of the inspection team over the three days they are visiting.
- c) I would therefore ask all department heads to copy the attached notice and distribute it among departments.
- d) I would also propose a meeting of all heads of department on the Tuesday the week before the inspection to be held at 2.15.
- e) Please confirm that you are available at this time.

f) Ensuring that all staff are aware of the inspection and its procedure plays a major part in the process.

Finally, I thank you in advance for your support in this matter.

#### Business Skills Test 4 (Strategy)

Answer all thirty questions. There is one mark per question.

«MANAGE A CRISIS»

A food company finds that some of its products contain a dangerous food colouring. The managing director calls an emergency meeting. Write in the missing words below.

How do you / Before we start / As far as / just sum up / We also need / if that happens / just take this / We'll just have / What can we / we should do

A: OK. (1) \_\_\_\_\_ talking about ideas, I'll (2) \_\_\_\_\_ the current situation. The newspapers all have the story on their front pages. The dangerous food colouring has been found in two of our products. (3) \_\_\_\_\_ do about it?

B: The first thing (4) \_\_\_\_\_ is withdraw the products from all supermarket shelves.

C: (5) \_\_\_\_\_ to contact the warehouses and check on deliveries.

A: (6) \_\_\_\_\_ suggest we deal with customers who have already bought the products?

B: (7) \_\_\_\_\_ to refund their money. (8) \_\_\_\_\_ the media is concerned, we should have a press conference tomorrow morning to announce our plans.

C: Will this affect sales of other products?

A: Well, (9) \_\_\_\_\_, we'll deal with it. Let's (10) \_\_\_\_\_ one step at a time.

ADAPT TO YOUR AUDIENCE

1 Re-write the first sentence more formally starting with the words given.

11 I want to tell you about the financial situation.

The aim of this talk is to provide \_\_\_\_\_.

12 Have a look at this slide.

Now, I'd like to \_\_\_\_\_.

13 For example...

Let me give \_\_\_\_\_.

14 We reduced costs and what's more profits went up.

In addition to the reduction \_\_\_\_\_.

15 This graph shows that domestic sales have been disappointing.

As can be seen in \_\_\_\_\_.

16 In other words...

Let me put it \_\_\_\_\_.

17 See the price has changed.

The important point \_\_\_\_\_.

MAKE A DIFFICULT CALL

2 Circle a word to complete the phrase.

18 Can you \_\_\_\_\_ with me a moment?

a) bear      b) wait      c) hold

19 Just \_\_\_\_\_ me a second, will you?

a) provide      b) get      c) give

20 So if I \_\_\_\_\_ the situation correctly...

a) catch      b) mean      c) understand

21 Sorry, I didn't explain that clearly. What I \_\_\_\_\_ is...

a) say      b) mean      c) tell

22 So what you're \_\_\_\_\_ is...

a) meaning      b) saying      c) telling

23 Can you \_\_\_\_\_ me exactly what happened?

- a) explain    b) say    c) tell  
24 I can see that we need to \_\_\_\_\_ this out.  
a) sort    b) organise    c) bear  
25 Could we work together to \_\_\_\_\_ on this?  
a) solve    b) catch    c) agree

FORMAL CORRESPONDENCE

- 3 Each sentence from a letter has one mistake. Correct it.  
26 Further regards to our telephone conversation on Friday 4 October...  
27 I am writing to concern the recent problem you experienced...  
28 As agreed by on the telephone, I have now arranged a refund.  
29 We're regret for any inconvenience that this has caused.  
30 If you required any further help, please let me know.

**Business Skills Test 5**

Answer all thirty questions. There is one mark per question.

“GET TO YES”

1 Complete these phrases with the pairs of words.

suppose + have / find + gain / find + help / close + need / take + think / should + leave / go + agreed / seems + reach
--

- 1 If we can \_\_\_\_\_ a way to agree on this, we'll both \_\_\_\_\_.  
2 Let's \_\_\_\_\_ over what we've \_\_\_\_\_.  
3 How can we \_\_\_\_\_ a solution to this? Would it \_\_\_\_\_ if we...  
4 It \_\_\_\_\_ we're unable to \_\_\_\_\_ an agreement.  
5 I \_\_\_\_\_ we \_\_\_\_\_ no alternative but to agree to your terms.  
6 We need to \_\_\_\_\_ some time to \_\_\_\_\_ it over.  
7 We're so \_\_\_\_\_ to an agreement. We just \_\_\_\_\_ a bit more understanding on...  
8 Maybe we \_\_\_\_\_ just \_\_\_\_\_ that point for now.

SELL YOUR IDEA

2 Match the two halves of the sentences. Write your answers here

- 9 \_\_\_\_\_ 10 \_\_\_\_\_ 11 \_\_\_\_\_ 12 \_\_\_\_\_ 13 \_\_\_\_\_ 14 \_\_\_\_\_  
15 \_\_\_\_\_ 16 \_\_\_\_\_

- 9) As a 10) So, what I'd like to propose is 11) You're probably wondering what this will involve and  
12) One major advantage will 13) As you 14) If we want to cut waiting times,  
15) The benefits are lower costs, less waste and 16) When we have implemented these proposals,  
a) how much it will cost. b) we need to cut delays. c) be the decrease in storage. d) result, we often have  
delays. e) we'll have fewer delays. f) know, we often have delays. g) a radically new way of dealing with  
warehousing. h) greater productivity.

SUMMARISE

3 Underline the correct word in the brackets.

- 17 So to (sum / summarise) up our discussion...  
18 We've discussed the question (from / of) time.  
19 It (says / tells) here that the figures are incorrect.  
20 We (discussed / talked) about the possibility of hiring external management.  
21 Several people disagreed (to / with) this idea.  
22 Raul (pointed / noticed) out the main difficulty with the plan.  
23 They suggested that (finding / to find) a new supplier might be simpler.  
24 In the end we agreed (to postpone / postponing) the final decision until June.

MINUTES

4 Read this set of minutes. Write in the missing words.

Minutes of Radcliffe Investors Group

Friday, 3 March 5pm

- 25 P \_\_\_\_\_: FG, TH, JK, RA (Chair)

- 26 A \_\_\_\_\_ were received from JH and PL.  
27 Minutes of the previous m \_\_\_\_\_ were approved and signed.  
28 M \_\_\_\_\_ arising were discussed under the appropriate agenda items.  
29 TH p \_\_\_\_\_ a report on recent stock market trends in key sectors.  
30 It was decided that no further investments would be made at p \_\_\_\_\_ .

## ПОУРОЧНЫЕ ТЕСТЫ (КОНТРОЛЬНЫЕ РАБОТЫ)

**Цель контрольной работы** - проверка умений применять полученные знания для решения задач определенного типа по теме или разделу

Поурочные контрольные работы рассчитаны на 20-25 минут

### Уровень Pre-Intermediate/Intermediate

#### Unit Test 1

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Write the verbs in brackets in the present simple or the present continuous.

- 1 He \_\_\_\_\_ (work) for a software company in New York.  
2 I normally \_\_\_\_\_ (get up) at five every morning.  
3 Joel \_\_\_\_\_ (work) at home this week.  
4 Our accountant \_\_\_\_\_ (check) the invoice right now.  
5 Now, things \_\_\_\_\_ (begin) to change in the company.  
6 Currently, our customers \_\_\_\_\_ (demand) more and more from us.  
7 We frequently \_\_\_\_\_ (travel) to Asia on business.  
8 My typical working day \_\_\_\_\_ (end) at six o'clock.  
9 They \_\_\_\_\_ (learn) English at the moment.  
10 After work, we usually \_\_\_\_\_ (have) a drink together.

#### VOCABULARY

2 Complete the sentences with these words.

operates / sells / provides / develops / designs / manufactures

- 11 Our retailer \_\_\_\_\_ the products. 12 Frognation creates, develops and \_\_\_\_\_ video games. 13 Citibank \_\_\_\_\_ banking services. 14 It \_\_\_\_\_ the products in the factory.  
15 He designs and \_\_\_\_\_ software with a team at Microsoft.  
16 General Electric \_\_\_\_\_ in more than 100 countries worldwide.

3 Write the last three letters in each word.

- 17 This is my part \_\_\_\_\_. We started the company together.  
18 Can you call the software develo \_\_\_\_\_? There's another problem with this new software.  
19 He has a meeting with the sales representat \_\_\_\_\_ from our supplier.  
20 Picasso is my favourite art \_\_\_\_\_. 21 I'm a project mana \_\_\_\_\_ for a mobile phone company.  
22 The foun \_\_\_\_\_ of this company wants to sell it.  
23 I love music and would love to be a famous music \_\_\_\_\_.  
24 She's the company law \_\_\_\_\_. She checks all the contracts. 25 The head engin \_\_\_\_\_ is on the phone from the site.

#### CAREER SKILLS

4 Underline the correct word in brackets.

- 26 I work (to / as) a designer. 27 My main role is (to / for) sell our services.  
28 What kind of company do you work (as / for)? 29 I'm responsible (for / as) managing projects.  
30 What do you do (in / as) your job?

#### Unit Test 2

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Is the sentence correct (C) or incorrect (I)? Correct the incorrect sentence.

- 1 There's a lot of information on our current customers. (\_\_\_\_\_)

- 2 How many free time do you have? (\_\_\_\_\_)
- 3 Do you have a statistics on web users? (\_\_\_\_\_)
- 4 I don't have much advice for you. (\_\_\_\_\_)
- 5 I'm sorry, but we don't have some messages for you. (\_\_\_\_\_)
- 6 Would you like some coffee? (\_\_\_\_\_)
- 7 I'd like a glass of waters please. (\_\_\_\_\_)
- 8 There's a call for you on line 3.(\_\_\_\_\_)

VOCABULARY

2 Choose answer a, b or c to complete the sentences.

- 9 I can't remember my \_\_\_\_\_.  
a) mouse      b) password      c) keyword
- 10 About 50 people a day \_\_\_\_\_ our company website.  
a) keep      b) browse      c) type
- 11 I usually \_\_\_\_\_ a search engine to find new suppliers.  
a) use      b) phone      c) manage
- 12 Customers have to \_\_\_\_\_ their credit card details to order from us.  
a) appear      b) browse      c) enter
- 13 \_\_\_\_\_ shopping has made buying and selling so easy! I don't have to travel anywhere now.  
a) Search      b) Supermarket      c) Online
- 14 \_\_\_\_\_ ENTER and it takes you to the site.  
a) Click      b) Type      c) Find

3 Underline the correct word in *italics*.

- 15 I have a *mountain* / *bit* of work on my desk. I can't do it all tonight!
- 16 A *tiny* / *substantial* amount of my time is on the computer – only about five minutes a day.
- 17 A *few* / *fraction* people work from home in my department.
- 18 There's a *huge* / *tiny* number of people who now use Internet in this country – over half the population.

4 Write these words as numbers.

- 19 six hundred and thirty eight \_\_\_\_\_
- 20 ten thousand five hundred. \_\_\_\_\_
- 21 nine million dollars \_\_\_\_\_
- 22 ninety-one point four per cent \_\_\_\_\_
- 23 one third \_\_\_\_\_

CAREER SKILLS

5 Read this telephone conversation between two colleagues. Write in the missing words.

- A: Can I just (24) c\_\_\_\_\_ the numbers of employees we have in each office.
- B: Sure.
- A: How (25) m\_\_\_\_\_ do we have in our Milan office?
- B: Fifteen.
- A: Sorry, did you (26) s\_\_\_\_\_ fifty or fifteen?
- B: Fifteen. One five.
- A: OK. And in Zurich?
- B: Ten.
- A: Sorry, I didn't (27) c\_\_\_\_\_ that.
- B: Ten. One zero.
- A: Thanks. And finally, what about our two Moscow offices. We have twenty people there. Is that right?
- B: Sorry, but we don't have (28) a\_\_\_\_\_ offices in Moscow.
- A: Can you (29) r\_\_\_\_\_ that, please?
- B: There isn't an office in Moscow.
- A: Do you (30) m\_\_\_\_\_ that they're closed?
- B: No. We just don't have an office in Moscow. We never

### Unit Test 3

Answer all Thirty questions. There is one mark per question.

#### LANGUAGE

1 Match the offers and requests to the responses. Write your answer here.

1     \_\_\_     2     \_\_\_     3 \_\_\_     4     \_\_\_     5 \_\_\_     6 \_\_\_     7 \_\_\_     8 \_\_\_     9 \_\_\_

1     Can I help you with your bag? 2     Let me send this fax for you. 3 Would you like a coffee?

4     Do you want some milk? 5 I could make a copy for you. 6 Can you phone me tomorrow?

7     Could I have some water please? 8 Would you please check the figures?

9     Could you give me some directions?

a) Yes, please. Black no sugar. b) Sure. Sparkling or still?

c) Thanks – the number is 01245 674 4783. d) Yes, no problem. e) No, it's OK. But thanks.

f) Where do you want to go? g) Yes, please. h) Thanks but I don't really need one.

i) Sure. What time?

#### VOCABULARY

2 Which word doesn't belong after the verb?

10     give: advice, help, mistakes

11     make: a mistake, an email, a phone call

12     invest: manners, money, time

13     respond: positively, commonly, politely

3 Read the comments below and match adjectives a-h.

a) dissatisfied / b) impractical / c) honest / d) friendly / e) formal / f) inefficient /

g) punctual / h) impatient

14     She always smiles and talks to new people in the office. \_\_\_\_

15     The system we have for making decisions is slow and takes too long. \_\_\_\_

16     I'm not happy with you or your work. \_\_\_\_

17     He says what he thinks and always tells the truth. \_\_\_\_

18     They do things in a hurry and never wait. \_\_\_\_

19     In our country we always wear a tie at work and call people by their title. \_\_\_\_

20     She's never late. \_\_\_\_

21     This idea works on paper but it won't work in reality. \_\_\_\_

#### CAREER SKILLS

4 Underline the correct word in *italics* in this conversation.

A:     Can I (22) *introduce* / *meet* you to my colleague, Jane?

(23) *It* / *This* is Jack Barber.

B:     (24) *Pleased* / *Please* to meet you.

C:     Nice to meet you too Jane. Would you like

(25) *joining* / *to join* us for lunch?

B:     That would be very

(26) *nice* / *good*. Thank you.

[later]

B:     Thanks for a very nice lunch.

A:     No (27) *problem* / *thanks*. You're

(28) *glad* / *welcome*.

B:     Is it OK to smoke in here?

A:     I'm (29) *afraid* / *sorry* but it isn't allowed.

C:     Would you like to go to the bar. You can smoke there.

B:     It's all right. Don't (30) *worry* / *sorry* about it.

### Unit Test 4

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Complete these sentences with the adjective in brackets.

1     I think Italian clothes are \_\_\_\_\_ (beautiful) than French clothes.

- 2 This has been one of the \_\_\_\_\_ (bad) years in the company's history.  
3 This dress is \_\_\_\_\_ (cheap) than that one.  
4 Our European market isn't as \_\_\_\_\_ (big) as our Asian market.  
5 She's our most \_\_\_\_\_ (talented) designer.  
6 Designer clothes are \_\_\_\_\_ (good) made than off-the-peg clothes.  
7 I'll buy it when the price is \_\_\_\_\_ (low).  
8 We need systems in the office which are \_\_\_\_\_ (reliable).  
9 He's \_\_\_\_\_ (happy) with his job than he was.  
10 The numbers on this watch are the \_\_\_\_\_ (easy) to read.

#### VOCABULARY

2 Complete the end of the word in each sentence.

- 11 A design\_\_\_ label is on all their clothes.  
12 She's our most fam\_\_\_ model.  
13 Fashion\_\_\_ clothes usually cost a lot of money.  
14 He's a very creat\_\_\_ man with lots of new ideas.  
15 France's luxur\_\_\_ goods industry represents some 2,000 firms.  
16 The commerc\_\_\_ point is that haute couture is the fashion house's loss leader.  
17 Your new coat is very styl\_\_\_.  
18 Our most recent advertis\_\_\_ campaign was very successful.

#### CAREER SKILLS

3 Write in the missing question words below.

What / Who / Where / How / Why / What

- 19 \_\_\_\_\_ does it look? \_\_\_\_\_  
20 \_\_\_\_\_ can you use it for? \_\_\_\_\_  
21 \_\_\_\_\_ don't you like it? \_\_\_\_\_  
22 \_\_\_\_\_ can use it? \_\_\_\_\_  
23 \_\_\_\_\_ is it made of? \_\_\_\_\_  
24 \_\_\_\_\_ can you use it? \_\_\_\_\_

4 Match each reply (25-30) to questions 19-24. Write the number after the question above.

- 25 For a PC or laptop. 26 Very modern. 27 Metal and wood. 28 Children and adults.  
29 It's very impractical. 30 In the car.

#### Unit Test 5

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Write the verbs in the past simple.

Harold Mack (1) \_\_\_\_\_ (finish) school in 1989 with no qualifications. He (2) \_\_\_\_\_ (not/know) what he wanted to do and so (3) \_\_\_\_\_ (do) various jobs. In 1992 he (4) \_\_\_\_\_ (have) a simple idea and (5) \_\_\_\_\_ (found) Mack Packing. The company (6) \_\_\_\_\_ (start) in a small warehouse in East London. In the beginning Harold only (7) \_\_\_\_\_ (employ) four people but the company (8) \_\_\_\_\_ (grow) quickly and two years later there (9) \_\_\_\_\_ (be) more than twenty. In 1996 Mack Packing (10) \_\_\_\_\_ (receive) its first international order and now the company exports packaging to ten countries in Europe.

2 Write questions about Harold Mack in the past simple.

- 11 Q: When \_\_\_\_\_?  
A: *In 1989.*  
12 Q: Where \_\_\_\_\_?  
A: *In a small warehouse in East London.*  
13 Q: \_\_\_\_\_?  
A: *Four people.*  
14 Q: \_\_\_\_\_?  
A: *It's first international order.*

#### VOCABULARY

3 Complete each sentence with one word from A and one from B.

A	B
business / start / market / set / top / business	up / job / share / idea / up / plan

- 15 Their \_\_\_\_\_ is bigger than their competitors.  
 16 He has the \_\_\_\_\_ in the company.  
 17 A \_\_\_\_\_ - \_\_\_\_\_ is a new business.  
 18 Every entrepreneur begins with a good \_\_\_\_\_.  
 19 A new company \_\_\_\_\_ in our area and we went bankrupt.  
 20 To get money from the bank, you need to show them your \_\_\_\_\_.

4 Underline the correct verb in brackets.

- 21 A successful company has to (make / do) a profit.  
 22 Can I introduce you to the man who (heads / tops) the company? This is our CEO...  
 23 I (pay / rent) an apartment in the city centre.  
 24 To grow, we need to (find / look) new opportunities in the market.  
 25 We have to increase production to (see / meet) demand.  
 26 I don't want to work for someone. I want to (have / be) my own boss.  
 27 We want to (bring / send) out a new type of smoothie next year.  
 28 Is it possible to (run / make) a business when you don't enjoy it?  
 29 To survive in business, your company cannot (be / stand) still.  
 30 I like to (play / have) fun at the weekend.

#### Unit Test 6

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Underline the correct word in *italics*.

- 1 I'm certain there *will / may* be space tourism in the future.  
 2 Their flight is delayed so it *can't / won't* be a problem if you arrive at two.  
 3 Some people *might / will* be interested in your proposal but I'm really not sure.  
 4 The project manager is on the phone. He says he hopes to finish on time but that they *may / will* be late because there is a problem with some parts.  
 5 Ted thinks the price of a ticket into space *can / could* be around \$150,000 in the future.  
 6 Thanks for calling. I *'ll / might* give him your message.  
 7 She *may / will* be able to go tonight. She'll call later to confirm.

#### VOCABULARY

2 Replace the underlined words in sentences 8-17 with a word from the box. Write the word at the end of the sentence.

capital / launch / tight / payback / a joint venture / raise / potential / take / start-up / invest in

- 8 We'll put our latest product on the market at the end of next month. \_\_\_\_\_  
 9 They'll probably put a million euros into this company. \_\_\_\_\_  
 10 It's an agreement to work together between a Spanish and Italian company. \_\_\_\_\_  
 11 This plan has a possibility of future success. \_\_\_\_\_  
 12 We are working with a carefully controlled budget. \_\_\_\_\_  
 13 Let's ask the bank to help us with the setting up of a new business costs. \_\_\_\_\_  
 14 They want us to read their business plan so that we'll give them the money for their new business venture. \_\_\_\_\_  
 15 They increase their prices every month! \_\_\_\_\_  
 16 I think I'll go by the elevator to the fifth floor. \_\_\_\_\_  
 17 We can agree to a six month period for getting back the cost of the investment. \_\_\_\_\_

3 Write in the missing preposition.

- 18 What do you estimate the return \_\_\_\_\_ our investment will be?  
 19 I'll try to borrow the money \_\_\_\_\_ my brother.  
 20 Most scientists don't have a very good understanding \_\_\_\_\_ business.  
 21 We can't run this \_\_\_\_\_ such a low budget.



- 22 I lent my mobile \_\_\_\_ my colleague at work.  
23 Over 20% of office workers also work \_\_\_\_ home.

CAREER SKILLS

4 Complete the phrases for making predictions with these words.

possible / could / expect / sure / think / unlikely / definitely

- 24 `It's \_\_\_\_\_ that we'll live on the moon.  
25 I don't \_\_\_\_\_ that to happen.  
26 I'm \_\_\_\_\_ they'll give us the contract.  
27 I think it's \_\_\_\_\_ that they'll buy our robot.  
28 This will \_\_\_\_\_ need a lot of work.  
29 It \_\_\_\_\_ be a good way to increase profits.  
30 I don't \_\_\_\_\_ that's true at all.

Unit Test 7

Answer all thirty questions. There is one mark per question.

LANGUAGE

1 Read the conversations. Write in the most appropriate form of the verb in brackets.

- 1  
A: We ordered a new desk for today but it isn't here.  
B: Let me contact our warehouse and then I \_\_\_\_\_ (call) you right back.  
2  
A: Can you visit us next week?  
B: I'm afraid I \_\_\_\_\_ (visit) America next week.  
3  
A: What do you want to do when you graduate?  
B: I \_\_\_\_\_ (apply) to all the big multi-nationals.  
4  
A: How does the company intend to solve its current problems?  
B: The company \_\_\_\_\_ (review) the situation and then take the appropriate action.  
5  
A: Can you say I called?  
B: Don't worry, I \_\_\_\_\_ (tell) him you rang.  
6  
A: We arranged the meeting.  
B: Great. What time \_\_\_\_\_ (you/meet)?  
7  
A: \_\_\_\_\_(we/open) this new hotel or aren't we? We need a decision.  
B: Sorry, but I just can't decide.

VOCABULARY

2 Complete each sentence with answer a, b or c.

- 8 A(n) \_\_\_\_\_ is a very large tall building.  
a) skyscraper b) apartment block c) theme park  
9 You can buy virtually anything in a shopping \_\_\_\_\_.  
a) area b) market c) mall  
10 We're a large \_\_\_\_\_ with activities in many different countries.  
a) regional office b) investment c) multi-national  
11 We're currently looking for a suitable \_\_\_\_\_ for an office in Dubai.  
a) premises b) region c) block  
12 Roads links are an important part of a country's \_\_\_\_\_.  
a) accommodation b) infrastructure c) attraction  
13 A(n) \_\_\_\_\_ is someone who lives outside their own country.  
a) tourist b) expatriate c) inhabitant  
14 The service \_\_\_\_\_ includes banking, insurance and tourism.

a) sector      b) office      c) division

3 Which sentences have the word *up* or *out* missing? Write them in.

15 The Opera tickets sold in less than three hours so I bought tickets for the cinema.

16 Inflation is growing at its fastest rate in five years.

17 We need to build on our current success.

18 I set this company in 2001.

19 If you run of money, then give me a call. I'll lend you some.

4 Delete the word that doesn't collocate with the underlined word.

20 stable, strong, high economy

21 easy, stable, good access

22 high, strong, low taxation

23 strong, positive, weak currency

#### CAREER SKILLS

5 Words with four letters are missing in this conversation. Write them.

Hi Gail. Are you (24)\_\_\_\_\_ next week?

Yes. Are you coming to visit?

That's right. I'd (25)\_\_\_\_\_ to arrange an appointment.

Good idea. (26)\_\_\_\_\_ about Tuesday?

I can't (27)\_\_\_\_\_ Tuesday I'm afraid.

Can you (28)\_\_\_\_\_ on Wednesday?

In the morning, yes.

That's (29)\_\_\_\_\_ for me.

Great. Let's say ten o'clock?

Yes, that's fine. I'll see you at ten o'clock (30)\_\_\_\_\_.

OK. Bye.

#### Unit Test 8

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Match the two halves of these sentences. Write your answer here:

1 \_\_\_\_\_, 2 \_\_\_\_\_, 3 \_\_\_\_\_, 4 \_\_\_\_\_, 5 \_\_\_\_\_, 6 \_\_\_\_\_, 7 \_\_\_\_\_, 8 \_\_\_\_\_, 9 \_\_\_\_\_, 10 \_\_\_\_\_

1 Don't touch    2 Pass me my    3 Please read    4 Let's take a    5 If you don't want the job,

6 Please write your name on the list if    7 Tell me    8 Do    9 Let's make    10 Don't

a) the instructions on the form. b) when you leave. c) that lever. d) interrupt, please.

e) phone, please. f) say something. g) not enter h) a decision. i) break at lunch.

j) you want to attend.

#### VOCABULARY

2 Read parts of four adverts from a careers magazine. Write in these missing words.

interview / scheme / contract / find / ads / resume / trade / apprenticeship / apply /  
headhunting

We currently have three vacancies on our graduate trainee (11)\_\_\_\_\_. You can (12)\_\_\_\_\_ online at...

Please send us a copy of your (13)\_\_\_\_\_. Selected candidates will attend an (14)\_\_\_\_\_ at the end of this month.

Learn a (15)\_\_\_\_\_ and join a local firm! We would like to offer an (16)\_\_\_\_\_ in building. You receive training and a five-year fixed (17)\_\_\_\_\_.

Are you having problems finding staff? Or perhaps you're tired of scanning the job (18)\_\_\_\_\_ for a new position. Contact us. We're the experts in (19)\_\_\_\_\_ professionals for key management roles. Let us (20)\_\_\_\_\_ the right person for the right job.

Complete this table of words.

VERB	NOUN	PERSON
(21)_____	employment	(22)_____

**ОСНОВНАЯ ПРОФЕССИОНАЛЬНАЯ ОБРАЗОВАТЕЛЬНАЯ ПРОГРАММА ВЫСШЕГО ОБРАЗОВАНИЯ –  
ПРОГРАММА МАГИСТРАТУРЫ**

(23)_____	advertisement	advertiser
apply	(24)_____	applicant
communicate	(25)_____	communicator

**CAREER SKILLS**

Someone is explaining how to use some new computer software. Each sentence includes one extra word. Cross it out and write it at the end.

- 26 First, make it sure you put the disc in. \_\_\_\_\_  
 27 Don't not forget to shut down any other programmes. \_\_\_\_\_  
 28 Always you remember to save your new work. \_\_\_\_\_  
 29 It may be the better to save it in this folder. \_\_\_\_\_  
 30 If you aren't sure what to do, just will ask for help. \_\_\_\_\_

**Unit Test 9**

Answer all thirty questions. There is one mark per question.

**LANGUAGE**

1 Underline the correct modal verb in brackets.

- 1 The government says companies (have to / should) follow certain rules when advertising.  
 2 You (mustn't / don't have to) say your product does something that it doesn't.  
 3 I don't think you (should / need to) ignore the students market because they are your future customers.  
 4 You (don't have to / mustn't) work late because George said he can if you don't want to.  
 5 They cancelled the meeting so we (shouldn't / don't need to) go.  
 6 They (don't need to / shouldn't) invest in that company because it isn't doing well at the moment.

**VOCABULARY**

2 Write in the missing letters in the words below. They are all words about *money*.

- 7 If you buy today, we'll give you a ten per cent   i    ou  .  
 8 My bank gave me a personal   oa   today.  
 9 I think it's important we help Africa with its   e   to other countries.  
 10 He wants an extra ten thousand a year and he already has a   a  a   of over a hundred thousand a year!  
 11 How much do you   ea   a month?  
 12 The type of customer we want has enormous   e  i   power.  
 13 My house is   o   about two hundred thousand pounds. 3 Combine words from A and B to complete the description below.

A public / personal / direct / advertising	B media / marketing / selling / relations
---	--

'There are various methods of selling starting with the most expensive like TV commercials, radio adverts and other (14) \_\_\_\_\_. A cheaper way to sell is through (15) \_\_\_\_\_ such as direct mail when you send out leaflets to people's houses. Face-to-face contact with the customer is obviously important. For example, (16) \_\_\_\_\_ with sales representatives can be very effective and it's easy to measure. It's more difficult to see if (17) \_\_\_\_\_ is effective. This is because it's about creating good contacts rather than selling directly.'

4 Write in the ends of the words in these sentences.

- 18 Consump\_\_\_\_\_ of coffee has increased every year since 1950.  
 19 Clever market\_\_\_\_\_ made designer coffee very popular.  
 20 Market analys\_\_\_\_\_ are warning that the economy doesn't look good.  
 21 Did we get the results from the market research agen\_\_\_\_\_ ?  
 22 Cigarette companies often spons\_\_\_\_\_ sports events.

**CAREER SKILLS**

5 Write in these phrases to complete the discussion.

That's a good / I like / How about / Brilliant / I'm not sure / we could / why not / What
---

about inviting

- A: We need to decide how to increase sales this month. Any ideas?  
B: (23)\_\_\_\_\_ offering some discounts?  
C: (24)\_\_\_\_\_ idea but our prices are already cheaper than our competitors.  
B: So (25)\_\_\_\_\_ send some advertising to customers? We could tell them about our prices.  
B: (26)\_\_\_\_\_ that. I think we also need to use Internet and email more.  
C: What do you mean?  
B: Well, perhaps (27)\_\_\_\_\_ email some of our old customers and update the website?  
C: That's true. Our website is the same as it was six months ago.  
A: OK. I'll deal with that.  
C: (28)\_\_\_\_\_ someone from the local newspaper to visit the factory and show them our new range?  
A: (29)\_\_\_\_\_! But I think we should invite all the newspapers.  
C: (30)\_\_\_\_\_ about that. Do you think they would come?  
B: We could try...

### Unit Test 10

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Write the verb in brackets in the past simple or present perfect.

- 1 Two years ago, I \_\_\_\_\_ (leave) my company for this one.
- 2 The price \_\_\_\_\_ (continue) to fall for the last two weeks.
- 3 In 2001, the market \_\_\_\_\_ (fall) to an all-time low.
- 4 This graphs shows that inflation \_\_\_\_\_ (remain) steady for six months now.
- 5 German house prices \_\_\_\_\_ (double) since 1979.
- 6 How \_\_\_\_\_ (be) your trip?
- 7 We \_\_\_\_\_ (not/raise) our prices in recent weeks.
- 8 \_\_\_\_\_ (you/be) to France before?
- 9 I \_\_\_\_\_ (see) any changes in our recent performance.
- 10 \_\_\_\_\_ (you/invite) the press yesterday?

#### VOCABULARY

2 Choose the correct verb from a, b or c.

- 11 It is difficult for companies to \_\_\_\_\_ the price of a product and know what to charge.  
a) cost            b) set            c) get
- 12 A lower price may increase sales but it also \_\_\_\_\_ the profit margin  
a) increases    b) sets            c) reduces
- 13 Many companies are \_\_\_\_\_ costs to keep prices down.  
a) cutting        b) setting        c) increasing
- 14 All customers want to \_\_\_\_\_ good value for money.  
a) get            b) cost            c) sell
- 15 Customers are also prepared to \_\_\_\_\_ more time looking for a good price.  
a) make            b) spend          c) have
- 16 In recent months, sales \_\_\_\_\_ between 35 and 40.  
a) fluctuated    b) rose            c) raised
- 17 Large supermarkets can afford to \_\_\_\_\_ in bulk which also reduces the price.  
a) sell            b) save            c) buy
- 18 Producing bigger portions doesn't \_\_\_\_\_ up the price.  
a) pull            b) pick            c) push
- 19 To \_\_\_\_\_ the demands of supermarkets, food producers have reduced the size of their workforces.  
a) set            b) meet            c) reach

20 Prices \_\_\_\_\_ a peak last night and then fell.

- a) reached      b) increased      c) put up

3 Put these trend words in the correct category.

remain steady / lower / rise / level / rocket / push down

21 increase: \_\_\_\_\_

22 decrease: \_\_\_\_\_

23 no change: \_\_\_\_\_

#### CAREER SKILLS

4 Match the two halves of the phrases for describing graphs. Write your answers here.

24 \_\_\_ 25 \_\_\_ 26 \_\_\_ 27 \_\_\_ 28 \_\_\_ 29 \_\_\_ 30 \_\_\_

24 I'd like you to look at... 25 Turnover increased from 3 billion...

26 The volume of sales went up by... 27 It then reached a peak... 28 This fell to a low point in...

29 It's stayed the same for... 30 It's still somewhere between 5.8%...

a) of two thousand. b) to 3.3 billion. c) three months now. d) and 5.9%. e) this graph.

f) 2003. g) one percent.

#### Unit Test 11

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Re-write these sentences into the passive or active form.

1 Irene set up her company in 1991.

Irene's company \_\_\_\_\_.

2 The disc is inserted into the drive.

Insert \_\_\_\_\_.

3 We employ over two thousand people here.

Over two thousand people \_\_\_\_\_.

4 They will pay us the final fee at the end of next week.

The final fee \_\_\_\_\_.

5 All calls are recorded for training purposes.

We \_\_\_\_\_.

6 The government has increased the rate of tax.

The rate of tax \_\_\_\_\_.

7 We are working on a new procedure.

A new procedure \_\_\_\_\_.

#### VOCABULARY

2 Read people describing problems they have. Write the type of problem in the box next to the description.

injury / accident / damage / loss / theft / fraud / fire

8 'We need to claim the cost of a new roof after the storm last night.' \_\_\_\_\_

9 'My car was stolen from outside my house!' \_\_\_\_\_

10 'I hurt my leg at work and claimed for medical expenses.' \_\_\_\_\_

11 'Two offices were burnt down and the factory was damaged.' \_\_\_\_\_

12 'Sorry, I dropped your computer – I didn't mean to.' \_\_\_\_\_

13 'One minute I had my bag and then after I went to the bar it wasn't here.' \_\_\_\_\_

14 'This person said the injury cost him \$40,000 but we discovered he didn't have an injury.'

3 An insurance company representative is talking about technology and insurance. Underline the correct verb in brackets.

There's no doubt that technology has made it quicker and easier for people to (15) (take / pull) out insurance policies with our company. Our customers want to (16) (protect / prohibit) themselves against risk, for example to (17) (provide / prevent) cover against things such as injury or damage to property. Most of them do it over the phone. You just (18) (make / give) us a call and we'll (19) (give / spend) you a quote within a few minutes and if you (20) (detect / suffer) loss or damage you (21) (withdraw /

receive) compensation. Because it's easier to get insurance nowadays some people also say it's easier to (22) (determine / commit) fraud. But I don't believe that. For one thing we (23) (monitor / maintain) all calls and (24) (watch / screen) any claims that could be fraudulent. In fact technology means that insurance companies can (25) (investigate/ invent) more claims than they used to and therefore we (26) (save / raise) more money than we used to.

CAREER SKILLS

4 The same word is missing from these pairs of phrases for expressing arguments. What is the word?

27

I understand your \_\_\_\_\_, but...

Surely the main \_\_\_\_\_ is...

28

On the one \_\_\_\_\_ you're right, but...

On the other \_\_\_\_\_ he's right too.

29

\_\_\_\_\_ have to consider the customer...

But don't \_\_\_\_\_ think it's too expensive?

30

The fact \_\_\_\_\_ customers are spending less, so...

My view \_\_\_\_\_ we need to spend more, because...

**Unit Test 12**

Answer all thirty questions. There is one mark per question.

LANGUAGE

1 Complete these sentences with the present simple or future form of the verbs in brackets.

1 If you \_\_\_\_\_ (pay) us today, we'll give you a 10% discount.

2 We \_\_\_\_\_ (not/reimburse) you, if you don't have the receipt.

3 If I buy it online, it \_\_\_\_\_ (be) cheaper than from a shop.

4 If she calls, \_\_\_\_\_ (you/tell) me?

5 If I \_\_\_\_\_ (not finish) this tonight, my boss will be angry.

6 You'll be able to send photos, if you \_\_\_\_\_ (buy) one of those new mobile phones.

VOCABULARY

2 The words and phrases below are synonyms for the underlined words in sentences 7-16. Match them.

Write your answers here.

7\_\_\_ / 8\_\_\_ / 9\_\_\_ / 10\_\_\_ / 11\_\_\_ / 12\_\_\_ / 13\_\_\_ / 14\_\_\_ / 15\_\_\_ / 16\_\_\_

a significant	f suffering
b a refund	g makes a fuss
c dissatisfied	h deal with
d rude	i complain
e apologise	j empathise

7 I am writing to say sorry for our mistake.

8 I'm afraid I'm rather unhappy with the service here.

9 There's always one customer who wants to whinge.

10 Don't worry. That customer always becomes angry about his room.

11 Dealing with customers is a major part of my job.

12 This economy is doing badly due to high inflation.

13 Why don't you ask for your money back?

14 With an angry customer, the important thing is to show you understand.

15 Let me handle this problem.

16 The steward on our flight was so impolite!

3 Which verb does not go with the NOUN? Delete it.

17 suggest, find, make A SOLUTION

18 handle, satisfy, make A COMPLAINT

19 produce, offer, provide A SERVICE

- 20 train, complain, employ STAFF  
21 do, have, solve A PROBLEM  
22 replace, sell, refund A PRODUCT  
23 deal with, ask, answer A QUERY

CAREER SKILLS

(24-30)

4 Re-order this conversation between a supplier and a shopkeeper.

Number the sentences 1-9

- \_\_\_ Today's best.  
\_\_\_ OK. I'll arrange for another box.  
1 Hi. I've got a problem I'm afraid. You delivered some tomatoes this morning but they're damaged.  
\_\_\_ Then I'll bring it right now.  
\_\_\_ The point is that I can't sell them. Now there are two possibilities. You could either refund me the money or you could bring me another box.  
\_\_\_ When will I get it?  
\_\_\_ Oh I'm sorry about that.  
\_\_\_ Is today better for you or tomorrow?  
9 Thanks a lot.

**Unit Test 13**

Answer all thirty questions. There is one mark per question.

LANGUAGE

1 Write these sentences in the correct order.

- 1 I to often work have late.  
\_\_\_\_\_  
2 well all our speak staff English.  
\_\_\_\_\_  
3 system the new is efficiently working.  
\_\_\_\_\_  
4 are always they arrive the first to.  
\_\_\_\_\_  
5 The every night are backed-up computers automatically.  
\_\_\_\_\_

VOCABULARY

2 Complete the sentences with these words.

demand / forecast / delay / model / range / stock / switch / update / order

- 6 I'm sorry but there's a \_\_\_\_\_ with your order. It'll arrive tomorrow not today.  
7 Hello. I'd like to place an \_\_\_\_\_ for three hundred pens.  
8 Customer \_\_\_\_\_ is very high for ice creams because the summer is so hot.  
9 The current \_\_\_\_\_ for next year says turnover will remain steady.  
10 I'm afraid we don't have any in \_\_\_\_\_ at the moment.  
11 This model looks old now. We need to \_\_\_\_\_ it to make it more modern.  
12 The Ford XR6 is our latest \_\_\_\_\_.  
13 We've decided to \_\_\_\_\_ from the old system to this new procedure.  
14 Let me show you our full \_\_\_\_\_ of cars from this family model to our sports and luxury cars.

3 Change the form of the words in bold to complete the sentences.

- produce 15 This is where we store our \_\_\_\_\_.  
16 Bill is our \_\_\_\_\_ manager. He's in charge of the factory.  
supply 17 Can you call our \_\_\_\_\_ and find out where the truck is?  
18 We're \_\_\_\_\_ shops now in Europe and parts of America.  
manufacture 19 We \_\_\_\_\_ spare parts for cars.  
20 UK car \_\_\_\_\_ report a fall in orders.

- deliver 21 We're still waiting for the \_\_\_\_\_ to arrive.  
22 Can you \_\_\_\_\_ it to our warehouse please?  
assemble 23 Components are taken to the \_\_\_\_\_-line at the moment they are needed.

CAREER SKILLS

4 One word in each phrase for managing time is incorrect. Cross it out and write the correct word at the end.

- 24 We need to be quickly. \_\_\_\_\_  
25 OK. It's time for finish. \_\_\_\_\_  
26 I'm afraid we don't have many time. \_\_\_\_\_  
27 We must finish from ten. \_\_\_\_\_  
28 Sorry, we're running in of time. \_\_\_\_\_  
29 Could we quickly talk of the last point on the agenda? \_\_\_\_\_  
30 OK. Explain it to us but please get it short. \_\_\_\_\_

Unit Test 14

Answer all thirty questions. There is one mark per question.

LANGUAGE

1 Each sentence has one extra word. Delete the word.

- 1 It would be easier if we will changed the website.  
2 More people could to buy it if we offered the product online.  
3 If they weren't be on a trip, we'd meet them.  
4 What do would you do if you had to go this evening?  
5 If you go to the meeting, what will would you say?  
6 I'll talk to him if he had arrives in the next five minutes.  
7 If we don't didn't take risks, we'd never develop new products.  
8 Would you take the job if they'll offered you more money?

VOCABULARY

2 Replace the underlined words with words from the box. Write your answers at the end of the sentence.

unplanned / look after / clear / looks like / on purpose / changed / popular / search

- 9 Can you take care of this problem? \_\_\_\_\_  
10 He disagreed with me deliberately. \_\_\_\_\_  
11 The factory layout seemed to be random. \_\_\_\_\_  
12 I need to look for my mobile. \_\_\_\_\_  
13 The new CEO completely transformed the company. \_\_\_\_\_  
14 It's obvious that we have to take action. \_\_\_\_\_  
15 This nightclub is thriving. \_\_\_\_\_  
16 His car is similar to mine. I often walk to the wrong one in the car park. \_\_\_\_\_

3 Write the last letters in each word.

- 17 We're closing our shops in England. They aren't very profit\_\_\_\_\_  
18 To solve this problem we need new and imaginat\_\_\_\_\_ ideas.  
19 Creat\_\_\_\_\_ people make innovative discoveries.  
20 The global econom\_\_\_\_\_ is doing well at the moment.  
21 This is one of our most success\_\_\_\_\_ models.  
22 I think we have to handle this complaint careful\_\_\_\_\_  
23 If they made a reason\_\_\_\_\_ offer, we'd accept.  
24 Our company was founded in 1807 and is a very tradition\_\_\_\_\_ company.

CAREER SKILLS

4 Match phrases 25-30 to the responses a-f. Write your answers here.

- 25 \_\_\_ / 26 \_\_\_ / 27 \_\_\_ / 28 \_\_\_ / 29 \_\_\_ / 30 \_\_\_  
25 What would happen if we told him?  
26 Do you think that's a good idea?  
27 Why don't we offer them more money?  
28 We had to ask him to leave.



- 29 What we really want is a new manager.  
30 How about not giving the staff a pay rise this year.  
a) That could be an expensive solution.  
b) If we did that, it would be very unpopular.  
c) No, I don't think it would help.  
d) That might be OK. Who are you thinking of?  
e) What else could we do?  
f) He'd probably leave.

### Unit Test 15

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Write the verb in brackets in the past simple or present perfect.

- 1 I \_\_\_\_\_ (be) the Managing Director but I retired in 2004.  
2 More recently, the company \_\_\_\_\_ (specialise) in training.  
3 They \_\_\_\_\_ (be) off work since June.  
4 In the old days we \_\_\_\_\_ (work) fifteen hours a day.  
5 She \_\_\_\_\_ (join) the company three years ago.  
6 The latest news is that the President \_\_\_\_\_ (resign).  
7 What \_\_\_\_\_ (you, do) since I last spoke to you.  
8 Now our competitor \_\_\_\_\_ (introduce) the same discounts as us.  
9 Sorry, I still \_\_\_\_\_ (not, write) that report you asked me for.  
10 For many years we \_\_\_\_\_ (not, have) a formal hierarchy but now we do.  
11 When \_\_\_\_\_ (you, finish) your last job?  
12 In the last few years, he \_\_\_\_\_ (improve) his performance.

#### VOCABULARY

2 Choose the correct word from a, b or c.

- 13 We need to \_\_\_\_\_ initiative and good ideas.  
a) reward            b) pay                    c) retire  
14 He's ready for greater \_\_\_\_\_.  
a) reports            b) recruitment            c) responsibility  
15 \_\_\_\_\_ managers don't think the younger managers have any talent.  
a) Subordinate      b) Senior                    c) Superior  
16 I like young employees who show plenty of \_\_\_\_\_.  
a) enthusiasm      b) achievement            c) earnings  
17 Her \_\_\_\_\_ is to work in the film industry.  
a) initiative            b) career                    c) ambition  
18 Regular customers who show \_\_\_\_\_ are very important.  
a) seniority            b) loyalty                    c) level

3 Underline the correct word in brackets.

- 19 They are taking (on / over) their smaller competitor. It will make them the only company in this sector.  
20 We're taking (on / off) 300 new staff.  
21 She takes (up / on) her new job next week.  
22 They took (on / part) in a trade fair.  
23 The conference takes (place / part) between February 2-5.  
24 The new promotion has really taken (off / over) with the public.

#### CAREER SKILLS

4 A manager is talking to three of his staff. Write in the words in the box.

So that / so / it means that / because / because of / In order to

- More and more staff are leaving. They say this is (25) \_\_\_\_\_ the pay or  
(26) \_\_\_\_\_ they aren't happy with their working conditions. Whatever the real reason  
(27) \_\_\_\_\_ we're spending more time and money on recruitment.

- (28) \_\_\_\_\_ reduce the costs we need to look at the problem in detail.  
(29) \_\_\_\_\_ we find a solution I'd like to set up a committee  
(30) \_\_\_\_\_ I'd like to know if you three people can organise it?

## Уровень Upper-Intermediate/Advanced

### Unit Test 1

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Write the verb in brackets in the correct tense.

- 1 Time and time again, shares in this company \_\_\_\_\_ (perform) consistently well.  
2 By that time he \_\_\_\_\_ (be) in charge of the company I think.  
3 The firm changed its strategy in 1995 because by then it \_\_\_\_\_ (discover) that the old way of working no longer applied to the IT era.  
4 Currently, we \_\_\_\_\_ (operate) a new system to see how it works.  
5 Since the 1990s, the share price \_\_\_\_\_ (fall) steadily and doesn't appear to be improving.  
6 In the coming years, this country \_\_\_\_\_ (begin) to see major changes in where the population live.  
7 She \_\_\_\_\_ (work) as a temp at the moment.  
8 We regularly \_\_\_\_\_ (rotate) workers on the assembly-lines to ensure motivation.  
9 News just coming in says that Parliament \_\_\_\_\_ (vote) against the government's proposals.  
10 Luckily, they \_\_\_\_\_ (already, move) most of their operations overseas when the employment laws in this country changed.

#### VOCABULARY

2 Replace the underlined words with a similar word in the box. Write your answer at the end of the sentence.

hibernate / merging / chances / a conglomerate / failure / bid / a target / instincts / predators / portfolio / excitement / core competence.

- 11 I have quite a growing collection of shares. \_\_\_\_\_  
12 Some animals sleep through the winter. \_\_\_\_\_  
13 They've made a hostile offer to buy. \_\_\_\_\_  
14 Bosses are beginning to rediscover their animal spirits. \_\_\_\_\_  
15 To motivate employees, you need to provide something to aim at. \_\_\_\_\_  
16 In this climate, the possibilities of success are slim. \_\_\_\_\_  
17 By joining the two companies together we could secure fast growth. \_\_\_\_\_  
18 But many alliances can still end in lack of success. \_\_\_\_\_  
19 We could add more value by concentrating on our most important activity. \_\_\_\_\_  
20 General Electric is a good example of an organisation comprising several companies. \_\_\_\_\_  
21 This month saw a number of the big companies behaving like hunters in search of smaller vulnerable companies. \_\_\_\_\_  
22 Euphoria swept the market today with news of another alliance. \_\_\_\_\_

#### CAREER SKILLS

3 Underline the correct word(s) in the brackets.

- 23 I ('d love / love) to hear more sometime.  
24 (Here / this) is my card.  
25 Do you enjoy (to go / going) to conferences?  
26 What do you (feel / think) of his talk?  
27 When can we (set / start) up a meeting?

- 28 Over March I ('m working / work) for Digital France and then I'm out of work again in April.  
29 I'm (sorry / afraid) to ask but could you help me?  
30 I see (from / on) your badge that we are in the same line of business.

### Unit Test 2

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Write in a definite article, an indefinite article or no article.

- 1 The new airport will have connections to \_\_\_\_\_ city's underground network.  
2 I'd like \_\_\_\_\_ example of what you mean please.  
3 It's \_\_\_\_\_ biggest construction of its kind.  
4 By \_\_\_\_\_ mid-April, we'll have finished half of it.  
5 Can you give me \_\_\_\_\_ call before you leave tonight?  
6 \_\_\_\_\_ nineteen nineties were good years for the housing markets.  
7 It will require \_\_\_\_\_ great deal of commitment.

#### VOCABULARY

2 Re-order the letters below to make words and write them next to the definitions 6-11.

Cenintive / tchlig / jocpter / gaghling / poririty / cesourout

- 8 \_\_\_\_\_: the motivation to provide quality work  
9 \_\_\_\_\_: minor error  
10 \_\_\_\_\_: complex series of tasks to be completed with a limited time period and financial resources  
11 \_\_\_\_\_: disagreement over minor details  
12 \_\_\_\_\_: a much more important consideration  
13 \_\_\_\_\_: to give something (a project) to an outside supplier

3 Tick the correct word in a, b or c.

- 14 Failure on a project this size can take the whole company \_\_\_\_\_ with it.  
a away b down c out  
15 He took \_\_\_\_\_ as CEO in 1991.  
a in b on c over  
16 We're working \_\_\_\_\_ contract on the T5 project  
a with b for c under  
17 A major change in management structure is currently taking \_\_\_\_\_.  
a part b place c up  
18 We took \_\_\_\_\_ an extra ten employees last month to speed the project up.  
a on b over c off  
19 If it goes too far behind schedule, we might start to run \_\_\_\_\_ of money.  
a behind b short c fast  
20 If we lose any more money, we may have to shut this factory \_\_\_\_\_.  
a down b off c closed

#### CAREER SKILLS

4 Two people are discussing a new project. Complete their dialogue with the missing words.

schedule / involved / resources / get / doable / kick off / budget / approval / need / feasible

- A: First of all, what's the (21) \_\_\_\_\_ for this?  
B: Well I think we should aim to complete by July of next year. That's assuming we (22) \_\_\_\_\_ at the beginning of next month. Is that (23) \_\_\_\_\_?  
A: Yes, I'd say so. It depends on a couple of things though. How much is the (24) \_\_\_\_\_? And what exactly would be (25) \_\_\_\_\_ in terms of our role and their input?  
B: I should have the final figures by the end of the week but don't worry about that. The client has already said you can have whatever it takes. And as for who does what, that can be discussed at the meeting with them next week. At this stage they just want to know if it sounds (26) \_\_\_\_\_ from our point of view.

- A: Yes, of course. It's similar to that other job we did for DBB.  
 B: Great. What I need from you first is a breakdown of what you will (27)\_\_\_\_\_ in the way of (28)\_\_\_\_\_.  
 A: When do I have to (29)\_\_\_\_\_ that in by?  
 B: Tomorrow?  
 A: I thought you might say that.  
 B: It's just that we need it quickly to get the final (30)\_\_\_\_\_ from their project manager . .

### Unit Test 3

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Complete these sentences with these modals: *can't, should, might, must*

- 1 She didn't do the job properly. She \_\_\_\_\_ have had enough time.
- 2 He was flying back from a meeting in Paris so he said that he \_\_\_\_\_ be a few minutes late for our meeting.
- 3 There \_\_\_\_\_ be a better way to solve this. I can't believe there isn't.
- 4 If you take my advice, you \_\_\_\_\_ talk to them about their attitude.
- 5 In retrospect, I \_\_\_\_\_ have done this years ago.
- 6 He's worked from 6am to 10pm today. He \_\_\_\_\_ be exhausted!
- 7 She \_\_\_\_\_ have left the office because I just saw her at her desk.
- 8 It's possible that these meetings \_\_\_\_\_ not be the best use of our time.
- 9 We surely \_\_\_\_\_ be the only people to have complained about this. I'm sure everyone else must be having the same problems with it.

#### VOCABULARY

2 Complete each sentence with one word from A and one from B.

A	B
stand-up / team / ground key / egg-timer / common / weekly / team	meetings / updates / points / spirit / rules / goals / meetings / player

- 10 \_\_\_\_\_ tend to be more productive because people are more concise and to the point.
- 11 \_\_\_\_\_ mean that nobody speaks for too long.
- 12 He likes to work on his own. He doesn't make a very good \_\_\_\_\_.
- 13 Lots of praise and encouragement really contributes to the \_\_\_\_\_.
- 14 I subscribe to a business magazine which also sends me \_\_\_\_\_ by email.
- 15 A good team will work to accomplish \_\_\_\_\_ and shared objectives.
- 16 Let's start by establishing some \_\_\_\_\_ so everyone knows what is and isn't allowed.
- 17 Can you write any \_\_\_\_\_ from today's meeting down?

3 Underline the correct word in brackets.

- 18 It really annoys me when the chairperson (hogs / attends) the floor for the whole meeting.
- 19 I don't know how you (come / put) up with him on your team. He drives me crazy!
- 20 I'd like us to try and (come / take) up with some solutions today, please.
- 21 We're so looking (on / forward) to seeing you all next week.
- 22 This will be the second time in a row she hasn't (met / done) the deadline.
- 23 The facilitator (makes / plays) a key role in coordinating the team's work.

#### CAREER SKILLS

4 Match sentences 24-30 with responses a-g. Write your answers here:

- 24 \_\_\_\_ 25 \_\_\_\_ 26 \_\_\_\_ 27 \_\_\_\_ 28 \_\_\_\_ 29 \_\_\_\_ 30 \_\_\_\_
- 24 Can I ask you a question? 25 I'm a bit stuck for time. I really need some more people working on this.
  - 26 I should be able to finish it on time. 27 There's just one thing that worries me. Er...
  - 28 How about if we offered bonuses? 29 I've had this great idea!
  - 30 Do you see any problems with what I've done so far?

a I'm sure we can work something out. b Tell me more. c Ask away. That's what I'm here for.  
d Go on, I'm listening. What's wrong? e No, you've done a great job on them. f If anyone can do it, you  
can. g That's a great idea.

#### Unit Test 4

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Write in the missing word to complete these questions.

- 1 \_\_\_\_\_ was the name of the man we met last week?
- 2 \_\_\_\_\_ much will this change the way we do business?
- 3 \_\_\_\_\_ did you say was on the phone?
- 4 \_\_\_\_\_ you getting what you need from this?
- 5 \_\_\_\_\_ he say he would call back?
- 6 \_\_\_\_\_ are you leaving so soon?
- 7 \_\_\_\_\_ do you think we'll finish? At five or later?
- 8 \_\_\_\_\_ you be prepared to accept an alternative offer if necessary?
- 9 \_\_\_\_\_ department do you work in?

2 Write in the missing question tags.

- 10 You're able to work this weekend, \_\_\_\_\_?
- 11 He suggested that we meet him at ten, \_\_\_\_\_?
- 12 They didn't like my comment about the money, \_\_\_\_\_?
- 13 She would say that, \_\_\_\_\_?
- 14 That means the merger won't go ahead, \_\_\_\_\_?

#### VOCABULARY

3 Replace the underlined word(s) with a similar word below. Write the word at the end of the sentence.

flow / quest / gathers / connect / verbose / accelerate / monitor / guess

- 15 Our search should always be for greater efficiency. \_\_\_\_\_
- 16 I find most after-diner speakers are happy to use more words than necessary when they could say it in half the time. \_\_\_\_\_
- 17 We can't afford to shoot in the dark with financial matters. \_\_\_\_\_
- 18 A network is being installed that will link together everyone's computers.  
\_\_\_\_\_
- 19 Reiner's colour-coding system allows him to keep a check on results in the present rather than waiting. \_\_\_\_\_
- 20 The market research company collects data on potential customers. \_\_\_\_\_
- 21 The limit ends here. You can speed up now. \_\_\_\_\_
- 22 This software lets us follow the movement of data and gain understanding of operations.  
\_\_\_\_\_

#### CAREER SKILLS

4 Each question has a mistake. Re-write the question correctly.

- 23 If you were in my position, how will you approach it?  
\_\_\_\_\_
- 24 Do you know who could I ask for some help?  
\_\_\_\_\_
- 25 How about to take a break?  
\_\_\_\_\_
- 26 Don't you realise how important is this?  
\_\_\_\_\_
- 27 Does you have any idea when the changes will be made?  
\_\_\_\_\_
- 28 Why didn't you told me?  
\_\_\_\_\_
- 29 What does she do if she were asked?  
\_\_\_\_\_

30 Do shall we move on to the next question?

---

### Unit Test 5

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Two sentences in 1-8 below don't need a relative pronoun. The other sentences are missing one of these words: where, whose, who, which, that

Decide which sentence is correct and write in the relative pronouns to complete the other sentences.

For example:

which

I work for Communic8, is a British firm.

1 There wasn't just one man was responsible for the invention of the mobile phone.

2 The computer used to be on my desk is now in the office next door.

3 The main users this phone is aimed at are aged four to eight years.

4 The latest model, we launched last week, has had good reviews.

5 Proactive companies, offering more choice, are more likely to succeed.

6 More and more of our software can be downloaded as well as bought from retailers, reduces our costs.

7 The management guru Peter Drucker, ideas influenced the world's corporate elite, wrote about 40 books.

8 We're based in Texas, we've been for the last five years.

#### VOCABULARY

2 Complete each sentence with the appropriate form of a word below.

design / subscribe / generate / inform / cover / profit / saturate

9 I can't keep up with all the changes in the \_\_\_\_\_ technology industry.

10 Motorola hopes the new strategy will add \_\_\_\_\_ to the large numbers of people already using its services.

11 DaimlerChrysler has \_\_\_\_\_ a vibrating accelerator pedal that alerts motorists to slow down.

12 The mobile phones market is becoming \_\_\_\_\_ with more phones than people who want to buy them.

13 The new third-\_\_\_\_\_ networks will have extra capacity and help the price to come down.

14 The mobile phone industry is highly competitive but can also highly be \_\_\_\_\_ with reported revenues of billions.

15 Extending mobile \_\_\_\_\_ so that people can make calls wherever they are, for example in an aeroplane, is another tactic to encourage greater use.

3 Only two of the words normally appear with the underlined word. Delete the incorrect word.

16 stock, mass, profit market

17 market leader, margin, share

18 computer laptop, programmer, technology,

19 latest, standard, feature model

20 mobile phone, home, product

21 profit margin, access, share

#### CAREER SKILLS

4 Read this extract from a briefing session. Put it in the correct order.

22 \_\_\_\_\_

23 \_\_\_\_\_

24 \_\_\_\_\_

25 \_\_\_\_\_

26 \_\_\_\_\_

27 \_\_\_\_\_  
28 \_\_\_\_\_  
29 \_\_\_\_\_  
30 \_\_\_\_\_

- a) Secondly, we also need to come up with new colours and designs.  
b) The first thing we need to do is ask our engineers to improve picture and sound quality.  
c) OK, let me start by saying that what we need to achieve in this project is the update of the design of our DVD recorder.  
d) Jill is here from engineering. I'd like you to make this a priority.  
e) Now, any questions?  
f) I want our design team to get on to that.  
g) It will involve engineers, designers and our marketing department all working closely together.  
h) Probably the best way to do this is to organise some focus groups and questionnaires.  
i) While we're waiting for the ideas from engineering and design, I suggest that the marketing department starts by getting some more customer feedback.

### Unit Test 6

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Write the verb in brackets as a gerund or an infinitive.

- 1 This trend is expected \_\_\_\_\_ (continue) over the next six months.  
2 Nicole Kidman, after already \_\_\_\_\_ (receive) a reported \$5 million for her advertising work, has just signed another lucrative contract.  
3 \_\_\_\_\_ (spend) on mobile phones has reached a record high this year.  
4 We would be willing \_\_\_\_\_ (consider) any offer from our client.  
5 They plan \_\_\_\_\_ (bid) for a share in this.  
6 With internet came websites, \_\_\_\_\_ (open) up a completely new medium for advertisers.  
7 We encourage feedback by \_\_\_\_\_ (invite) customers to fill in this form.  
8 Would you like \_\_\_\_\_ (join) us for dinner?  
9 I hate \_\_\_\_\_ (work) at weekends.  
10 These results provide evidence, \_\_\_\_\_ (expose) another, possibly horrible, truth about where the market is going.

#### VOCABULARY

2 Write one of these verbs in each sentence.

Target / draw / waste / endorse / sign / sponsor / range / pose / run / project / make / achieve

- 11 We need to \_\_\_\_\_ a new audience.  
12 Alternatives to straightforward advertising \_\_\_\_\_ from public relations to direct mail.  
13 Cigarette companies aren't allowed to \_\_\_\_\_ sports events in my country.  
14 The image they try to \_\_\_\_\_ is one of excitement and strength.  
15 This media company \_\_\_\_\_ commercials for all the big names.  
16 Can you \_\_\_\_\_ this advert in next Tuesday's edition?  
17 How about we \_\_\_\_\_ Britney Spears up to do this advert?  
18 We always \_\_\_\_\_ half our advertising budget but we don't know which half.  
19 I think a product demonstration would \_\_\_\_\_ more attention than a poster.  
20 Reaching the male customers aged about twenty would \_\_\_\_\_ a real challenge.  
21 I think we'll \_\_\_\_\_ the best results with a mailshot.  
22 We've asked Tiger Woods to \_\_\_\_\_ our new model.

#### CAREER SKILLS

3 Re-order the words and use them to complete the office story below.

- a) then just the  
b) what happened guess next  
c) never believe it but you'll...

- d) very that at moment
- e) turned it out
- f) a long cut short story
- g) the in end
- h) to point to the get

Why do we need to advertise for another receptionist? (23) \_\_\_\_\_ another one has just walked out. That's the third this month. It was ten o'clock this morning and Naomi asked the new receptionist to take any calls while she was in a meeting. (24) \_\_\_\_\_? The receptionist said she was too busy and didn't have time. (25) \_\_\_\_\_ phone rang and the receptionist ignored it. Naomi asked what she thought she was doing and the receptionist said it wouldn't be for her! (26) \_\_\_\_\_ a visitor arrived and listened to all of this going on. Anyway, (27) \_\_\_\_\_, Naomi demanded to see the receptionist in her office straight away. The receptionist said if there was anything she wanted to say she could say it in public. Naomi said they should discuss it in private. (28) \_\_\_\_\_ she stood up, took her bag and walked right out. No-one could understand it. Naomi was furious. Anyway, (29) \_\_\_\_\_ she had another job to go to anyway and she was looking for a reason to leave. So, to (30) \_\_\_\_\_, that's why we need another receptionist.

### Unit Test 7

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Rewrite these sentences with the words that follow in the active or passive.

1 The judge asked him to leave the court.

He was \_\_\_\_\_.

2 This exposes any company to a lawsuit.

Any company \_\_\_\_\_.

3 All the victims were paid compensation by the government.

The government \_\_\_\_\_.

4 Attorneys are suing the companies.

Companies \_\_\_\_\_.

5 If they could convince the court, we'd be OK.

If the court \_\_\_\_\_, we'd be OK.

6 The outcome will be announced later today.

The spokesperson \_\_\_\_\_.

7 The documents had been leaked by an unknown source.

An unknown source \_\_\_\_\_.

8 The firm had never produced any evidence.

No evidence \_\_\_\_\_.

9 We launched the drug in 1988.

The drug \_\_\_\_\_.

10 Pharmaceutical firms are being attacked from all sides by their critics.

Critics \_\_\_\_\_.

#### VOCABULARY

2 Complete the words in these definitions with the missing letters.

11 The \_u\_ is a group of people who evaluate evidence presented in court.

12 The \_e\_ \_i\_ is an official judicial decision.

13 The \_e\_ \_e\_ \_a\_ is the person seeking to prove his/her innocence.

14 \_ee\_ have to be paid to the legal representatives.

15 A \_e\_ \_e\_ is an agreement between two parties in a lawsuit.

16 The \_ \_ain\_ \_i\_ is the person who litigates.

17 A \_a\_ \_e\_ is a qualified legal adviser.

3 Underline the correct verb in brackets



- 18 Is it worth trying to ( reach / settle ) this lawsuit out of court?  
19 The judge ( awarded / presented ) damages of a hundred thousand.  
20 Do you think the court will ( rule / file ) in our favour?  
21 A member of staff has ( suffered / accused ) her employer of sexual harassment.  
22 We'd like you to ( provide / award ) evidence on our behalf.  
23 They may decide to ( involve / impose ) even stricter penalties.  
24 We're going to ( take / make ) legal action against your client.  
25 They're ( bringing / carrying ) a lawsuit against us for negligence.

#### Career Skills

4 Each of these phrases for negotiating has one extra word. Write the word at the end.

- 26 I'll have to think that all over. \_\_\_\_\_  
27 That's go out of the question! \_\_\_\_\_  
28 To take it or leave it! \_\_\_\_\_  
29 I'm would prepared to offer you 10% more. \_\_\_\_\_  
30 Here's what we have in the mind. \_\_\_\_\_

#### Unit Test 8

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Write the word in brackets as an adjective or an adverb.

- 1 Domenico De Sole was \_\_\_\_\_ (responsible) for the business end of Gucci.  
2 We've been \_\_\_\_\_ (aggressive) expanding the range available.  
3 He's received as many \_\_\_\_\_ (prestigious) accolades as his competitors.  
4 The sons succeeded \_\_\_\_\_ (extreme) well in a tough market.  
5 All our jewels are \_\_\_\_\_ (fine) crafted by the world's \_\_\_\_\_ (fine) craftsmen.

#### VOCABULARY

2 Which word is the odd one out?

For example: shoes, suits, car, ties (We wear the other three.)

- 6 provider, supplier, purveyor, consumer  
7 stores, cash, points of sale, outlets  
8 demolition, renovation, revamp, improvement  
9 elegant, beautiful, plain, attractive  
10 strategy, minutes, plan, scheme

3 Complete 11-17 with a preposition below.

to / on / up / f / in / from / for /

- 11 The company concentrated \_\_\_\_\_ its core markets.  
12 I referred \_\_\_\_\_ this problem in my last letter...  
13 This fall was a result \_\_\_\_\_ a general slowing down of consumer spending.  
14 Our investment resulted \_\_\_\_\_ sustained growth.  
15 We don't just stand \_\_\_\_\_ fine shoes and suits.  
16 The brand conjures \_\_\_\_\_ an image of luxury.  
17 They benefited \_\_\_\_\_ the change in tax laws.  
4 Write in the missing words that collocate with 'brand'.  
18 Brand i \_\_\_\_\_ is how consumers recognise it.  
19 G \_\_\_\_\_ brands can cross geographical and cultural boundaries.  
20 The brand m \_\_\_\_\_'s job is to establish it and increase brand a \_\_\_\_\_.  
21 Using an established brand name on a number of products is brand e \_\_\_\_\_.  
22 Overexposure can damage the exclusive appeal of l \_\_\_\_\_ brands

#### CAREER SKILLS

5 Match the two halves of the phrases. Write your answer here:

23\_\_ 24\_\_ 25\_\_ 26\_\_ 27\_\_ 28\_\_ 29\_\_ 30\_\_

- 23 It isn't that your idea is bad 24 Let's put our heads together 25 Before we start,  
26 This is good - it just... 27 Let's work... 28 I wanted to tell you...

- 29 I like this idea, but it's not what ... 30 We're all ultimately working towards...  
a) needs a few changes. b) I think you should know something. c) before anyone else does.  
d) it's just that this is clearly the best way. e) the same thing. f) we need right now.  
g) on this together. h) and see what we can come up with.

### Unit Test 9

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Rewrite these sentences to give emphasis using the words that follow.

- 1 He didn't get the job and he lost his current job.  
Not only \_\_\_\_\_ but \_\_\_\_\_.
- 2 Surveys show that our customers prefer a less formal approach.  
What surveys show \_\_\_\_\_.
- 3 He has problems at home. They cause his strange behaviour at work.  
It is his \_\_\_\_\_ that explain \_\_\_\_\_.
- 4 You should on no account lend your money to them.  
On no account \_\_\_\_\_.
- 5 The markets have never risen this quickly before.  
Never \_\_\_\_\_.
- 6 An employee can only complain about a manager in extreme cases.  
Only \_\_\_\_\_.

#### VOCABULARY

Read these comments about people. Write an adjective in the box next to the description.

intuitive / pessimistic / opinionated / flexible / analytical / greedy / ambitious

- 7 'Well no one can say she doesn't say what she thinks!' \_\_\_\_\_
- 8 'He always thinks things will go badly.' \_\_\_\_\_
- 9 'She really wants success – I think she'll reach the top in the next five years.' \_\_\_\_\_
- 10 'I like his attitude. He'll work late if you ask him and try any task you give him.' \_\_\_\_\_
- 11 'My boss just seems to know how I'm feeling and can guess if I need help.' \_\_\_\_\_
- 12 'They're obsessed with money and don't think if an investment is ethical or not.'
- 13 'The R&D department focus on detail and study things for a long time.' \_\_\_\_\_

Write in the missing prefix in these sentences.

- 14 The risk involved in buying fine art as an investment cannot be \_\_\_\_\_ emphasised.
- 15 She's \_\_\_\_\_ lingual with French and English as her main languages.
- 16 Sorry, but I have something \_\_\_\_\_ arranged that evening. Maybe another night?
- 17 GKN is a large \_\_\_\_\_ national with interests in many different countries.
- 18 To get the best return, it's rather \_\_\_\_\_ wise to buy shares when they are at their highest price.
- 19 One problem was that our strategists \_\_\_\_\_ estimated how long the changes would take. It took much longer than they thought.
- 20 Thank you for your application. We would like to invite you to an \_\_\_\_\_ view on the 21<sup>st</sup> November.
- 21 The cheque was \_\_\_\_\_ dated to the 16<sup>th</sup> of this month.
- 22 His outburst at the meeting was utterly \_\_\_\_\_ rational.

#### CAREER SKILLS

Here is an extract from a meeting to plan a company anniversary party. Write in these missing phrases.

forget about / make sure / it might / ought to / no need / job for / it's imperative / let's ask

- OK, hold on. (23) \_\_\_\_\_ be useful to sum up what has been decided so far. We all agree that  
(24) \_\_\_\_\_ to find a venue immediately. (25) \_\_\_\_\_ Susan to do that. There's  
(26) \_\_\_\_\_ to spend more time on that now. As for live music, I'm afraid we can  
(27) \_\_\_\_\_ having that – we can't afford it. Can someone get prices from local catering firms?  
That's a (28) \_\_\_\_\_ you Marco. And the next step should be to (29) \_\_\_\_\_ the dates

are OK. I (30)\_\_\_\_\_ do that urgently. We don't want to do it while everyone's away or something.

**Unit Test 10**

Answer all thirty questions. There is one mark per question.

LANGUAGE

1 All these sentences are conditionals. Write the verb in brackets in the correct form.

- 1 I \_\_\_\_\_(see) you later if you decide to come.
- 2 She \_\_\_\_\_(buy) it if she had the money.
- 3 They \_\_\_\_\_(not/go) if they'd have known it was going to be so long.
- 4 If there hadn't been those early risk-takers, this company \_\_\_\_\_(not/be) here now.
- 5 Will they invest if the price \_\_\_\_\_ (come) down?
- 6 Would people use solar power if government's \_\_\_\_\_ (encourage) them financially?
- 7 I wonder if they \_\_\_\_\_ (cut) carbon emissions if they could see the current situation.
- 8 If we \_\_\_\_\_ (not/be) so reliant on oil now, we wouldn't have to pay such high prices for it.
- 9 More wind power would be used if it \_\_\_\_\_ (b) more efficient.

VOCABULARY

2 Complete each sentence with one word from A and one from B.

A	B
renewable / energy / oil / global / fossil / solar / nuclear	fuels / energies / warming / plants / fields / consumption / power

- 10 Some of the largest \_\_\_\_\_ are in the Middle East but the world can't rely on them forever.
- 12 They are planning to build three more \_\_\_\_\_ but the local people are likely to protest.
- 13 We know that \_\_\_\_\_ is a reality because the polar ice-caps are melting.
- 14 \_\_\_\_\_ such as wind, hydro-electric and nuclear are the only solution as I see it.
- 15 Using the \_\_\_\_\_ of the sun is a straight forward option in many countries.
- 16 If we continue using up \_\_\_\_\_ such as coal, gas and petroleum at this speed we won't have any left in fifty years time.
- 17 Asking households to cut their \_\_\_\_\_ is one way to help but large industry is the real target.

3 Delete the word that cannot take the underlined prefix.

- 18 im partial, patient, profitable      19 in valid, plausible, significant
- 20 ir responsible, regular, renewable      21 non correct, negotiable, existent
- 22 un sustainable, economical, relative      23 il lawful, legal, literate      24 dis satisfied, loyal, reasonable

CAREER SKILLS

4 Match the questions 25-30 to the responses a-f. Write your answers here.

25\_\_\_ 26\_\_\_ 27\_\_\_ 28\_\_\_ 29\_\_\_ 30\_\_\_

- 25 Are things going well? 26 How was it? 27 What seems to be holding things up?
  - 28 Any idea what the problem is? 29 What's the best way to fix this? 30 Is everything going smoothly?
- a There's still no sign of the parts. b Not that good, actually. c No. I wish I knew.  
d Yes, it couldn't be better. e Get someone on to it fast. f Yes, it's working out just as we thought.

**Unit Test 11**

Answer all thirty questions. There is one mark per question.

LANGUAGE

1 Underline the correct form of the word in brackets

- 1 Google will (receive / have received) an estimated \$100 million more over the next few months.
- 2 When they (will decide / decide) on their final strategy, we'll know their next move.
- 3 Our CEO (makes/ will be making) an announcement to the press at midday today.

- 4 I (might buy / will have bought) a few shares but only if the market looks good.  
5 The board say they (are not going to take / will not have taken) that chance in the current climate.  
6 As soon as I ('m finishing /'ve finished) it, you can pick it up.  
7 The markets (will / is) already (have opened / going to open) by the time they announce the change.

VOCABULARY

2 Write in the missing prepositions.

- 8 The price is determined \_\_\_\_\_ supply and demand.  
9 They paid high commissions \_\_\_\_\_ information from stock specialists.  
10 He pays a percentage of his salary \_\_\_\_\_ an investment fund.  
11 Shares are sold \_\_\_\_\_ a reduced price to favoured customers.  
12 An IPO takes place when a company raises capital \_\_\_\_\_ floating shares.

3 Replace the underlined words with the similar words or phrases below. Write the word at the end of the sentence.

drop dead / growth / go public / outperforms / outmanoeuvre / brokerages / monopoly / outbid

- 13 They are trying to use tactics to gain an advantage over us. \_\_\_\_\_  
14 It's quite complicated for a company to become a public limited company.

15 Google are telling Wall Street to mind its own business and are selling via public auction.

16 The new breed of entrepreneur obtains better results on his or her own.

17 More capital can be made available to ensure expansion. \_\_\_\_\_

18 They easily offered a higher price than us for the company. \_\_\_\_\_

19 The current situation allows a situation with one company controlling supplies.

20 The new approach by large companies is bad news for companies specialised in selling stocks as they stand to gain less. \_\_\_\_\_

CAREER SKILLS

4 Tick answer a), b) or c) to complete the sentence.

- 21 I'd like to \_\_\_\_\_ a few words about the company.  
a) say            b) tell            c) express
- 22 I'll \_\_\_\_\_ to that later.  
a) arrive        b) come over     c) come back
- 23 That \_\_\_\_\_ me to my main message.  
a) brings        b) carries        c) tells
- 24 To \_\_\_\_\_ it in simple terms we're losing money.  
a) say            b) put            c) explain
- 25 In \_\_\_\_\_, it's been a success.  
a) instance     b) brief           c) example
- 26 This version was made in 1995, so in other \_\_\_\_\_ we need to update it.  
a) terms        b) ways           c) words
- 27 That's another \_\_\_\_\_ of putting it.  
a) example     b) way            c) point
- 28 I'd like to \_\_\_\_\_ to the next point.  
a) go on        b) go up          c) bring
- 29 We've had problems \_\_\_\_\_ as staff turnover.  
a) so            b) like            c) such
- 30 To \_\_\_\_\_ up our company in a few words...  
a) conclude    b) sum            c) put

**Unit Test 12**

Answer all thirty questions. There is one mark per question.

LANGUAGE

1 Complete the sentences with the appropriate form of the verbs in brackets. Some verbs may be in the negative form.

- 1 As soon as they \_\_\_\_\_ (get) here we \_\_\_\_\_ (ask) them.
- 2 While we \_\_\_\_\_ (wait), let's \_\_\_\_\_ (discuss) this other issue.
- 3 Once we \_\_\_\_\_ (receive) their report, maybe we \_\_\_\_\_ (be able) to make a final decision.
- 4 Until she \_\_\_\_\_ (tell) me what she wants to do, I \_\_\_\_\_ (can) plan next week.
- 5 Whenever they \_\_\_\_\_ (launch) a new product, our sales \_\_\_\_\_ (go) down.
- 6 By the time they \_\_\_\_\_ (decide) what to do, we \_\_\_\_\_ (lose) even more ground to our competitors.
- 7 As you \_\_\_\_\_ (be) here, I \_\_\_\_\_ (check) these figures with you.
- 8 When they \_\_\_\_\_ (arrive), \_\_\_\_\_ (give) me a call, will you?

VOCABULARY

2 Underline the correct word in brackets.

- 9 It's a long (standing / sitting) problem that still needs fixing.
- 10 The new model will cut the price (cost / tag) by leaving out the peripherals.
- 11 Apple is about to re-enter the (niche / mass) market of computers currently controlled by Microsoft, Dell and others.
- 12 Steve Jobs isn't happy with only being the (niche / stake) player of expensive computers.
- 13 Apple has a problem with its (profit / core) business.
- 14 If we change our suppliers, we may be able to increase our (profit / share) margins.
- 15 The locations were (hand / finger)-picked by a former Gap manager.
- 16 I'm not worried about increasing our market (brand / share). Defending what we have is the priority.
- 17 We must maintain our competitive (business / advantage) over others.

3 Write in these prepositions.

at / in / with / to / in / at

- 18 I'll have a look \_\_\_\_\_ it this weekend. 19 What exactly do you have \_\_\_\_\_ mind?
- 20 We're having trouble \_\_\_\_\_ this new software.
- 21 You have a right \_\_\_\_\_ know what they plan to do with your department.
- 22 Blackthorn have a large stake \_\_\_\_\_ the company.

CAREER SKILLS

4 Match the two halves of the phrases for handling conflict. Write your answers here.

- 23 \_\_\_\_\_ 24 \_\_\_\_\_ 25 \_\_\_\_\_ 26 \_\_\_\_\_ 27 \_\_\_\_\_ 28 \_\_\_\_\_ 29 \_\_\_\_\_
- 30 \_\_\_\_\_
- 23 We'll do it whether you like it... 24 I'm sure that won't be... 25 Let's keep things...
- 26 There's no point in discussing this... 27 I don't see what all the... 28 I'd like to know your...
- 29 I know we don't see eye to... 30 Let's set aside...
- a) eye on this. b) in perspective. c) a problem d) any further e) fuss is about f) views on this. g) or not. h) our differences.

**Unit Test 13**

Answer all thirty questions. There is one mark per question.

LANGUAGE

1 Complete sentences 1-9 with these words. Use some words more than once.

that / these / former / such / ones / latter /

- 1 I'm a microfinance manager. \_\_\_\_\_ involves calculating the interest rates the bank should charge on loans.
- 2 Some traders rely on illegal insider information. \_\_\_\_\_ people should be arrested.
- 3 The bonuses only go to the hardest-working people. They are the \_\_\_\_\_ who deserve it.
- 4 He made us a million and she made nothing. The \_\_\_\_\_ can be promoted and the \_\_\_\_\_ needs a meeting.
- 5 If I didn't work in \_\_\_\_\_ an environment, I'd probably do something else altogether.
- 6 Money, power and risk – \_\_\_\_\_ are the things which drive many CEO's.
- 7 The success of his company: \_\_\_\_\_ is all that matters to him.
- 8 They are only interested in money – not the poor in the developing world. \_\_\_\_\_ is the mentality of these people.
- 9 You see that couple over there with the champagne? Well, they're the \_\_\_\_\_ I was telling you about.

#### VOCABULARY

Match words 10–15 with a–f to make word partners from Unit 13.

3 Write your answers here.

- 10 \_\_\_\_\_ 11 \_\_\_\_\_ 12 \_\_\_\_\_ 13 \_\_\_\_\_ 14 \_\_\_\_\_ 15 \_\_\_\_\_
- 10 Portofolio 11 Pension 12 Venture 13 Central 14 Developing 15 Interest  
a planning b banks c capital d countries e rates f management

4 Tick answer a), b) or c).

- 16 You \_\_\_\_\_ to remember that other forms of locally available credit are five times higher.  
a) have b) must c) get
- 17 Investment banks \_\_\_\_\_ advice to corporations.  
a) get b) provide c) make
- 18 We have to \_\_\_\_\_ allowances for his behaviour.  
a) have b) make c) get
- 19 Please don't \_\_\_\_\_ a habit of being late.  
a) make b) do c) lose
- 20 Microcredit banks \_\_\_\_\_ small sums to poor people.  
a) lend b) raise c) borrow
- 21 At 25% interest, we need to \_\_\_\_\_ off this loan as soon as possible.  
a) get b) pay c) lend
- 22 Commercial banks \_\_\_\_\_ deposits and make loans to private individuals or businesses.  
a) raise b) produce c) take
- 23 Why do you want to \_\_\_\_\_ money to poor people in developing countries?  
a) lend b) borrow c) make
- 24 I wanted to \_\_\_\_\_ for a loan from the bank but my financial advisor said I should go elsewhere.  
a) deposit b) secure c) apply

#### CAREER SKILLS

The word *all* is missing in each sentence. Write it in.

- 25 Bearing things in mind, I think I can lend you it for the weekend.
- 26 We're in this together so you may as well join us.
- 27 All in, it's a good idea.
- 28 I think you're right to say 'no', things considered
- 29 It's in of our interests to write this report on your colleague.
- 30 After looking at sides of the argument, we can agree on one condition.

#### Unit Test 14

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

- 1 Rewrite the two sentences as one sentence using the words given in brackets.

- 1 They want to attract foreign investment. They need to employ an export manager.(in order to)
- 2 The survey was useful. The survey was conducted over two years.(which)
- 3 We interviewed ten people. We found the right person.(after)
- 4 They'll agree. We only sell to them.(as long as)
- 5 He says language training is important. He's cut the budget for classes.(despite)
- 6 We're losing staff. We're asking them to work longer hours for less money.(and as a result)
- 7 You've done so well. We want to give you a bonus.(since)

#### VOCABULARY

2 Complete with prepositions.

- 8 I work as a sales assistant and I report \_\_\_\_\_ my sales manager.
- 9 Can we concentrate \_\_\_\_\_ this point for the time being?
- 10 These regulations comply \_\_\_\_\_ new government law.
- 11 It's resulted \_\_\_\_\_ a downturn.
- 12 I simply can't relate \_\_\_\_\_ what you're saying.
- 13 How did she react \_\_\_\_\_ what you said?
- 14 As a result \_\_\_\_\_ these changes, we'll be asking you to move jobs.

3 Change the form of these words and complete the sentences. Add prefixes and suffixes where necessary.

literate / manipulate / decision / short-sighted / instruct / train / delegate / special / use /  
manage

- 15 The company's mistake was due to \_\_\_\_\_. They never planned for the future.
- 16 A well-known \_\_\_\_\_ designed this course.
- 17 There are ten \_\_\_\_\_ on the course and the \_\_\_\_\_ is an expert in communication skills.
- 18 The course uses example from classical \_\_\_\_\_ to illustrate business problems.
- 19 The conference \_\_\_\_\_ from Japan have just arrived.
- 20 Make up your mind! We don't have time for any \_\_\_\_\_.
- 21 The play is about \_\_\_\_\_ and how to control people.
- 22 We've been in the \_\_\_\_\_ training business for over twenty years.
- 23 This course is for computer-\_\_\_\_\_ with a basic-working knowledge of Java.

#### CAREER SKILLS

4 Write the verb in brackets in the appropriate form.

- 24 Come on. You \_\_\_\_\_ (have got) to do better than that.
- 25 We \_\_\_\_\_ (be) all in this together.
- 26 This is the last chance I \_\_\_\_\_ (give) you.
- 27 What I \_\_\_\_\_ (offer) is an additional commission to whoever...
- 28 I \_\_\_\_\_ (go) to let you handle this.
- 29 If you get the business, you \_\_\_\_\_ (get) the bonus.
- 30 Would you like \_\_\_\_\_ (take) full responsibility for this?

#### Unit Test 15

Answer all thirty questions. There is one mark per question.

#### LANGUAGE

1 Rewrite the direct speech as reported speech with the words given.

- 1 'He was here yesterday.'

She said that \_\_\_\_\_.

- 2 'I'm here all day.'  
He said that he \_\_\_\_\_.
- 3 'They're working on it.'  
They said \_\_\_\_\_.
- 4 'I've been to the factory twice before.'  
Bill said \_\_\_\_\_.
- 5 'We'll see how it goes.'  
They said \_\_\_\_\_.
- 6 'Can I have a pay rise?'  
He asked \_\_\_\_\_.
- 7 'We'll give you sole exclusivity.'  
The company agreed \_\_\_\_\_.
- 8 'I made a big mistake.'  
She admitted \_\_\_\_\_.
- 9 'You should take the job.'  
They advised us \_\_\_\_\_.
- 10 'Would you accept 10% more?'  
They \_\_\_\_\_.

#### VOCABULARY

2 Complete the sentences with the word in bold. Change the form of the word where appropriate.

#### Manage

- 11 I work as a \_\_\_\_\_ in a supermarket.
- 12 \_\_\_\_\_ consultancy is a lucrative area to get into.
- 13 They said I didn't have enough \_\_\_\_\_ experience.

#### Regulate

- 14 A new \_\_\_\_\_ body set up by the government will monitor TV commercials shown before 9pm.
- 15 There are so many rules and \_\_\_\_\_ nowadays that it's become really hard for small businesses to employ people.

#### Consult

- 16 Certain accounting firms are banned from carrying out certain \_\_\_\_\_ and legal services.
- 17 The document has been prepared in \_\_\_\_\_ with a number of leading experts from industry and the business world.

#### Finance

- 18 I really don't know how we're going to be able to \_\_\_\_\_ this new venture.
- 19 This is my colleague who deals with all the \_\_\_\_\_ matters.

#### Strategy

- 20 This is something which really needs to be discussed at a \_\_\_\_\_ level.

#### KNOWLEDGE

- 21 I really wish I'd \_\_\_\_\_ about all this.
- 22 The problem is that none of us are experts in this field. We need to bring in someone really \_\_\_\_\_ in the area of restructuring.

#### CAREER SKILLS

3 Two people are discussing a member of staff. Write in the missing words below.

In short / bottom line / suggested telling / What / trying to / recommend / finally agreeing / refusing to

A: So how did it go with Nigel?

B: (23) \_\_\_\_\_ he wants us to do is give him more responsibility. He says he's been doing the job for six months and he's ready for more of a challenge.

(24) \_\_\_\_\_, he's asking us to promote him.

A: To what? Anyway, the (25) \_\_\_\_\_ is that we don't have any vacancies higher



up. I (26) \_\_\_\_\_ we keep him there another six months then review it again.

B: Well I think what he was (27) \_\_\_\_\_ say was either promote me now or I'll go.

A: Did he actually say that?

B: No, he actually (28) \_\_\_\_\_ you that he was ready to be made a manager.

A: So in short he's (29) \_\_\_\_\_ stay where he is.

B: Well our conversation ended with us (30) \_\_\_\_\_ to meet again next week. So we have a few days to think about it...

## ИТОГОВЫЕ ТЕСТЫ

Представляет собой контроль остаточных знаний – повторная проверка отдельных знаний, умений и навыков студента, полученных в ходе обучения.

Время выполнения — 30-40 минут.

### Уровень Pre-Intermediate/Intermediate

#### Progress Test 1 (Units 1-3)

Complete all six sections. There are sixty marks in total.

#### SECTION 1: VOCABULARY

1 Change the form of the words in the box and complete the sentences.

For example: *manage* – *manager*, *satisfied* – *dissatisfied*

manage / satisfied / account / inform / recruit / found / represent / shop / consult / friend / practical / respect

- 1 I'm the Marketing \_\_\_\_\_ for a travel company.
- 2 Online \_\_\_\_\_ is easier and faster than driving to the supermarket.
- 3 Your plan won't work – it's totally \_\_\_\_\_.
- 4 \_\_\_\_\_ technology (IT) makes it easy to store huge amounts of data.
- 5 In Japan, employees are more \_\_\_\_\_ of their bosses than in my country.
- 6 I work in the Finance department as an \_\_\_\_\_.
- 7 We're rather \_\_\_\_\_ with your performance I'm afraid.
- 8 I got the job through a \_\_\_\_\_ agency.
- 9 The \_\_\_\_\_ of our company set it up twenty years ago.
- 10 We use a management \_\_\_\_\_ firm to help us with difficult decisions.
- 11 Your assistant always smiles and is very \_\_\_\_\_ with visitors.
- 12 There's a Sales \_\_\_\_\_ on the phone. She wants to sell you some stationary.

#### Section 2: Language

2 Each sentence has one mistake. Re-write it correctly.

- 13 I am often work at weekends.  
\_\_\_\_\_
- 14 He go on holiday twice a year.  
\_\_\_\_\_
- 15 Currently they are visit the factory in Kyoto.  
\_\_\_\_\_
- 16 Now people isn't staying with the same company for life.  
\_\_\_\_\_
- 17 Which department do you running?  
\_\_\_\_\_
- 18 Do you have many data on web users?  
\_\_\_\_\_
- 19 I'd like some informations on trains, please.  
\_\_\_\_\_
- 20 Do you have a lot work to do?  
\_\_\_\_\_

21 How much employees work here?

22 Would you'd like a coffee?

23 Let's me carry your bags.

24 You can open the door for me, please?

25 I could to make a copy for you.

SECTION 3: READING

3 Match these headlines to the newspaper articles below.

a CITY SKYROCKETS

b MOVE OVER GRANDAD

c NO PRIVACY

d WE KNOW WHERE YOU ARE

e PROFITS AT THE CLICK OF A BUTTON

f A PROBLEM OF SECURITY

g GOOD MANNERS COST SOMETHING

h 66% ARE LATE AND RUDE

26 \_\_\_\_\_ We enter a site, type in a username and password and then enter private information such as credit card numbers or bank details. But these so-called secure sites may not be the safe places we imagine...

27 \_\_\_\_\_ Unions today are complaining about the increase in companies using software to monitor employees and their use of internet. This comes a month after similar debates over the growing use of video surveillance cameras in the British workplace.

28 \_\_\_\_\_ Prices on the stock market are going up very fast at the moment due to new confidence and an increase in exports in the last six months...

29 \_\_\_\_\_ Two out of three of us are bad-mannered at work with colleagues and don't arrive on time. A new survey of 1,000 workers says the pressure of work causes...

30 \_\_\_\_\_ New figures show that the typical executives are younger. The average age is now 46. Ten years ago this was 57. The report says this is partly due to more early retirements but also that more companies employ younger people in higher positions...

31 \_\_\_\_\_ Business etiquette is important for people who often have to build new contacts, but Julian Morris, head of Executive Etiquette, a business consultancy which offers training to management in 'being polite', says most of us are not very good at it and need help...

32 \_\_\_\_\_ The large supermarkets all report a rise this month but not only in their shops. Their online shopping facilities account for a large percentage of the results as more customers want to shop from the comfort of their own home...

33 \_\_\_\_\_ Cameras that can see through walls? Satellites which recognise objects a metre across? Tracking chips on people? Is this something from James Bond or Science Fiction? It could be the future as engineers are now developing this technology...

SECTION 4: CAREER SKILLS

4 Underline the correct word in *italics*.

A: Hello Jane. Can I (34)*meet* / *introduce* you to my colleague? (35)*It* / *This* is Gianni.

B: Sorry, I didn't (36)*catch* / *check* your name.

C: Gianni. My name's Gianni.

B: (37)*Please* / *Pleased* to meet you Gianni. (38)*Who* / *What* do you work for?

C: Altex. We provide web design services.

B: Did you (39)*say* / *mean* Altex?

C: Yes. That's right. Do you know my company?

B: Yes, I do. What do you (40)*do* / *make* there?

C: My main role is to meet clients and discuss new projects.

A: (41)*Do* / *Would* you like (42) *to join* / *joining* Gianni and me for lunch Jane?

B: (43)*It* / *That* would be very nice. Thank you.

SECTION 5: WRITING

5 Complete the email below with these phrases.

we also believe / I'm writing to tell / we look forward  
we would like to / please consider / we would also like / we think

Dear George

(44)\_\_\_\_\_ you that (45)\_\_\_\_\_ offer you the job of Export Manager to Mexico. (46)\_\_\_\_\_ you are the right person for this job because you already have experience as Export Manager to North America. (47)\_\_\_\_\_ your success in the US and Canada can be continued in Mexico. Finally, (48)\_\_\_\_\_ you to take intensive language training in Spanish.

(49)\_\_\_\_\_ our offer and write back to us by the end of the week.

(50)\_\_\_\_\_ to hearing from you.

Best regards

SECTION 6: LISTENING

Track 2

6 Listen to Bob presenting some information and complete the notes below. Listen twice.

Speaker: Bob

Weekly Statistics Report for (51)\_\_\_\_\_

Number of (52)\_\_\_\_\_ : 4,542

That's a lot more than (53)\_\_\_\_\_

Average (54)\_\_\_\_\_ per session: 1.5 minutes

Average number of (55)\_\_\_\_\_ per person: 2.7

Both these figures are (56)\_\_\_\_\_

(57)\_\_\_\_\_ page: 2,430

(58)\_\_\_\_\_ page: 1,395

Traffic by (59)\_\_\_\_\_ :

North Americans: 57%

(60)\_\_\_\_\_ : 31%

**Progress Test 2 (Units 4-6)**

Complete all six sections. There are seventy marks in total.

SECTION 1: VOCABULARY

1 Write in the words below in sentences 1-7.

image / investment / house / campaign / budget / market / labels

- 1 We need to define our target \_\_\_\_\_
- 2 Brand \_\_\_\_\_ is the opinion people have about a brand.
- 3 Their new advertising \_\_\_\_\_ uses a famous actor.
- 4 Haute couture is the fashion \_\_\_\_\_'s loss leader.
- 5 I only wear designer \_\_\_\_\_ from Italy.
- 6 What do you think the return on our \_\_\_\_\_ will be?
- 7 We're on a very tight \_\_\_\_\_ so don't spend too much.

2 Match the two halves of the sentences. Write your answers here:

8 \_\_\_ 9 \_\_\_ 10 \_\_\_ 11 \_\_\_ 12 \_\_\_ 13 \_\_\_ 14 \_\_\_ 15 \_\_\_

- |                                      |   |
|--------------------------------------|---|
| 8 He set                             | a its second satellite to Venus last night. |
| 9 The European Space Agency launched | b money to start a new business.            |
| 10 I'd like to borrow                | c raise the money somehow.                  |
| 11 We'll have to                     | d me the money.                             |
| 12 We didn't make                    | e up the company in 1981.                   |
| 13 You always take                   | f the competition.                          |
| 14 The bank won't lend               | g a profit for the second month in a row.   |
| 15 I think this new product can beat | h risks in business.                        |

SECTION 2: LANGUAGE

3 Change the word in brackets (if necessary) to complete the sentences.

- 16 The most \_\_\_\_\_ (success) brand in the world is Coca-cola.  
17 Paris has the \_\_\_\_\_ (big) number of talented designers.  
18 It's \_\_\_\_\_ (easy) to use the lift than the stairs.  
19 Flying is \_\_\_\_\_ (cheap) than it was twenty years ago.  
20 Money isn't as \_\_\_\_\_ (important) as happiness.  
21 After having moved to Los Angeles, I \_\_\_\_\_ (rent) an apartment in the centre.  
22 In 2003 she \_\_\_\_\_ (sell) over three thousand units.  
23 The warehouse said they \_\_\_\_\_ (not, have) any in stock.  
24 When \_\_\_\_\_ (you, arrive) in Barcelona? Was it yesterday or the day before?  
25 Ted Foster hopes that he might \_\_\_\_\_ (be) the first person to send tourists to the moon.  
26 Most people \_\_\_\_\_ (not, will) be interested because it's too expensive.

SECTION 3: READING

- 4 These sentences are missing from these tips for new businesses. Decide where they best fit.  
a And not just for one day b Don't give up – learn from them.  
c Try your local bank, for example. d Use their expertise. e It can't only be about profit.  
f But most of all have fun g Who are they?

A good idea

A good business begins with a good idea. (27)\_\_\_\_\_. When you wake up the next morning, it must still be a great idea!

Investment

If you don't have the money to start up your great idea or you don't want to sell your house, there are a number of places to start. (28)\_\_\_\_\_.

Contacts

See anything and anyone as an opportunity. Talk to friends and family about your idea.

Talk to your potential suppliers. (29)\_\_\_\_\_.

The competition

(30)\_\_\_\_\_ What do they do well? What can you do differently? Find out everything about them.

Problems

All businesses have problems and they don't disappear as you get bigger.

(31)\_\_\_\_\_ Find out why they happened and deal with them better next time.

Passion

For a successful business you need to care about the idea. (32)\_\_\_\_\_.

As one entrepreneur says. 'Feel passionate about what you're doing.

(33)\_\_\_\_\_.'

SECTION 4: CAREER SKILLS

- 5 Someone at work is talking about a new office desk. Complete their description with the phrases in the box.

After checking / To begin / lots of / my opinion / Then see / ideal for / made of / use it

In (34)\_\_\_\_\_ it's quite stylish because it's (35)\_\_\_\_\_ good quality wood. And it's (36)\_\_\_\_\_ this office because it's small. You can (37)\_\_\_\_\_ for your PC or laptop and it's got (38)\_\_\_\_\_ space for books and papers. You assemble it yourself. (39)\_\_\_\_\_ with, read the instructions. (40)\_\_\_\_\_ if you have all the parts. (41)\_\_\_\_\_, you can put it up.

SECTION 5: WRITING

- 6 Write a memo to the senior management of VW about this car:

- Project name: K2
- Large, stylish executive car.
- For business people and also for families.
- Excellent technology with lots of electronic devices

- Price range: 60,000-105,000 euros

- Target age group: People over forty

7 Recommend this product for development and say why. Complete the memo below.

(42)	To: Senior _____
(43)	Subject: _____
(44)	We think that this car _____.
(45)	Firstly, it is suitable for _____.
(46)	Secondly, it's also ideal for _____.
(47)	It looks _____
(48)	and contains _____.
(49)	We think it will sell for _____.
(50)	It may also be attractive to people _____.

SECTION 6: LISTENING

Track 3

8 Alan Martin is talking about how to set up a business. Are these statements True (T) or False (F)?  
Listen twice.

51 Alan tells people it's a good idea to start a new business. ( )

52 Only 20% of new businesses succeed. ( )

53 Businesses fail because people don't work hard enough. ( )

54 It's a good idea to find out more about what the market wants. ( )

55 Find out if people want your product or service and also if other companies also offer it. ( )

56 A business plan helps to get money for the new business. ( )

57 The plan will include your adverts. ( )

58 The plan also needs to show you know how to manage the company. ( )

59 The most important thing is to have lots of different customers. ( )

60 A successful business will have customers who always buy from you. ( )

**Progress Test 3 (Units 7-9)**

Complete all six sections. There are sixty marks in total.

SECTION 1: VOCABULARY

1 Underline the correct word in brackets.

1 They set (out / down / up) a new division to deal with overseas trade.

2 I went to the shop but it's sold (off / out / in) of coffee.

3 Your children are really growing (out / off / up), aren't they?

4 I'm sorry but the water has run (out / off / along) in this machine.

5 His father built (on / over / up) the company from nothing.

6 Human Resources say we need to take (on / off / up) ten new staff.

7 She's looking (up / for / out) a new position.

8 It could take five years to pay (into / off / by) this personal loan.

2 Tick the correct word from a, b or c.

9 The road \_\_\_\_\_ into Dubai are excellent.

a) building      b) links      c) works

10 I live in an apartment \_\_\_\_\_.

a) flat      b) office      c) block

11 The country enjoys a strong \_\_\_\_\_.

a) economy      b) inflation      c) infrastructure

12 Our main problem is low \_\_\_\_\_.

a) taxation      b) unemployment      c) wages

13 My son is on a work \_\_\_\_\_ in the USA for three weeks.

a) placement      b) apprenticeship      c) scheme

- 14 We could \_\_\_\_\_ the job ad on the Internet.  
a) search                      b) post                              c) supply
- 15 The new strategy is to \_\_\_\_\_ consumers over sixty.  
a) worth                      b) target                              c) aim
- 16 High-\_\_\_\_\_ executives might be interested in this type of luxury product.  
a) consuming                      b) outgoing                              c) earning

SECTION 2: LANGUAGE

- 3 There is an extra word in each sentence. Cross it out and then write it at the end.
- 17 I'm busy at the moment so I'll try going to call her back this afternoon. \_\_\_\_\_
- 18 They are going to opening the new hotel later today. \_\_\_\_\_
- 19 We're will leaving at nine tomorrow morning. \_\_\_\_\_
- 20 The company is going to being expand operations into South America. \_\_\_\_\_
- 21 To check that your application form is filled in correctly before you send it. \_\_\_\_\_
- 22 Pass to me that book please. \_\_\_\_\_
- 23 If anyone isn't sure, just you ask for help. \_\_\_\_\_
- 24 Do not don't enter.

SECTION 3: READING

- 4 Read this extract from an article on business travel.

The art of travelling light  
There are so many limits to travel now such as your luggage must not be over a certain weight or you're only allowed to carry one carry-on. But it's strange that any of us need any luggage at all these days. The other week I learned just how little I had to carry when I visited New York on business but the airline sent my bag to Atlanta. My first reaction was 'Disaster!' How will I manage? I have to have a change of clothes. What will I do without my file of papers for a meeting?  
Well, my hotel provided soap, toothbrush, towels and shampoo. I had to use the hotel's overnight cleaning service but it meant I didn't need to bring a change of clothes. And all my papers were on my laptop. So apart from the advice that you should take your laptop – or preferred piece of technology – on board here's my complete list of what you shouldn't bother with on your next trip...

- 5 According to the article are these statements true (T) or false (F)?
- 25 Airlines say your luggage doesn't have to be over the weight limit. ( )
- 26 You must carry one bag onto the plane. ( )
- 27 The writer thinks we don't need to take luggage. ( )
- 28 He was allowed to use the hotel cleaning service. ( )
- 29 It isn't necessary to have a change of clothes. ( )
- 30 It's a good idea to take your laptop on the plane. ( )

SECTION 4: CAREER SKILLS

- 6 Three people are discussing job applications for the post of Sales Representative. Complete each missing phrases with the pairs of words. See the example.

not + about / don't + when / ~~think~~ + ~~first~~ / remember + check  
how + interviewing / like + idea / essential + choose / perhaps + could  
could + difficult / may + better / idea + have / need + make

- A: OK. We have six applicants for the job. I think the first thing to say is that it's  
(31)\_\_\_\_\_ we \_\_\_\_\_ someone who is enthusiastic. The last person wasn't very outgoing  
and we (32)\_\_\_\_\_ to \_\_\_\_\_ sure that the new Sales Rep is completely the opposite.
- B: You're right but I'm (33)\_\_\_\_\_ sure \_\_\_\_\_ the candidates we have at the moment. We  
also need someone who's punctual. It's a good  
(34)\_\_\_\_\_ to \_\_\_\_\_ someone creative but sometimes people like that are also difficult to  
work with. (35)\_\_\_\_\_ forget \_\_\_\_\_ Barry worked for us!
- A: Barry! Yes, we don't want someone like that again. So we need to  
(36)\_\_\_\_\_ to \_\_\_\_\_ all that at the interviews.

C: (37) \_\_\_\_\_ about \_\_\_\_\_ the candidates all together?

A: I (38) \_\_\_\_\_ that \_\_\_\_\_. You mean all six in the same room.

C: Yes, (39) \_\_\_\_\_ we \_\_\_\_\_ give them a problem to solve together.

B: Brilliant! Then we can see if they have good communication skills.

A: It (40) \_\_\_\_\_ be \_\_\_\_\_ to see with six of them at the same time. Why not have two groups of three?

B: That's a good idea. And it (41) \_\_\_\_\_ be \_\_\_\_\_ to have individual interviews afterwards. Then we'll get a really good overall picture of them...

#### SECTION 5: WRITING

7 Write an email to your colleague at Head Office and explain the plan for a visit to Germany. Use the notes below and complete the email that follows.

Monday 5<sup>th</sup>

- Arrive at Dresden factory, 9.30am
- Meet head of production, 10.30
- Lunch with Managing Director, 12.30
- Stay at Metropole Hotel

Tuesday 6<sup>th</sup>

- Meeting with Sales Representative, Leipzig Offices, 10am
- Taxi to airport, flight at 15.55

Dear Eva

42 I'm writing to tell \_\_\_\_\_

43 On Monday \_\_\_\_\_

44 at the Dresden Factory \_\_\_\_\_.

45 After meeting the Head of \_\_\_\_\_,

46 I'm \_\_\_\_\_ at 12.30

47 In the evening I \_\_\_\_\_.

48 The next day, there's \_\_\_\_\_ at 10am.

49 We'll finish at lunch so \_\_\_\_\_ to the airport.

50 My flight \_\_\_\_\_ at 15.55.

See you on Wednesday!

#### SECTION 6: LISTENING

##### Track 4

Listen to a property agent talking at a seminar. Complete the notes on his talk below. Listen twice.

The (51) \_\_\_\_\_ key elements for locating an office:

- Infrastructure:

Do you have good (52) \_\_\_\_\_ communications?

Are you near to an (53) \_\_\_\_\_?

- Living Environment:

The location needs to be an (54) \_\_\_\_\_ place to live and not too (55) \_\_\_\_\_.

- Business Environment:

Choose a place with a growing (56) \_\_\_\_\_

Which town did Whiterose choose?

Exeter:

- Attractive environment

- Poor communications and transport

Swindon:

- Excellent (57) \_\_\_\_\_ and near to Heathrow

- Business environment is mainly (58) \_\_\_\_\_ not service sector

Luton:

- Growing economy

- Not as attractive but (59) \_\_\_\_\_ to London  
- Good communications with the (60) \_\_\_\_\_ and internationally

### Progress Test 4 (Units 10-12)

Complete all six sections. There are sixty marks in total.

#### SECTION 1: VOCABULARY

1 Underline the correct verb in *italics*.

- 1 When you *set* / *pay* the price, it's important to have a strategy.
- 2 A lower price may increase sales but it will also *reduce* / *slow* the profit margin
- 3 The company may have to *cut* / *borrow* its costs to survive this recession.
- 4 When people *tell* / *stretch* the truth they may commit insurance fraud.
- 5 The government's policy has *pushed up* / *risen* the cost of living.
- 6 We've decided to *go up* / *put up* our prices.
- 7 I'd like to *make* / *say* a complaint about one of your staff.
- 8 Sorry, but can you *handle* / *deal* with this claim?
- 9 Let's *offer* / *pay back* them a refund.
- 10 Your insurance policy only *covers* / *receives* you for theft.
- 11 British companies don't *spend* / *pay* much on service.

#### SECTION 2: LANGUAGE

2 Complete these sentences with the correct form of the verb in brackets.

- 12 You won't believe it! My car \_\_\_\_\_ (steal).
- 13 \_\_\_\_\_ the cost of living \_\_\_\_\_ (drop) recently?
- 14 If you require further information, one of our telephone operators \_\_\_\_\_ (be) happy to assist you.
- 15 In recent years, we \_\_\_\_\_ (cut) the workforce by two hundred.
- 16 When \_\_\_\_\_ you \_\_\_\_\_ (leave) your last job?
- 17 Inflation \_\_\_\_\_ (rise) by 0.3% again last month.
- 18 There's an additional charge, if you \_\_\_\_\_ (fail) to pay by the due date.
- 19 If we \_\_\_\_\_ (not, go) out tonight, I'll give you a ring.
- 20 Did you hear that the Managing Director \_\_\_\_\_ (fire)?
- 21 Over twelve days a year \_\_\_\_\_ (take) off for sickness last year.
- 22 Your application \_\_\_\_\_ (consider) and we will contact you in the next few weeks.
- 23 If you pay within 5 days, you \_\_\_\_\_ (receive) a discount.
- 24 Last year, we \_\_\_\_\_ (lose) our best manager.
- 25 Motorists \_\_\_\_\_ (benefit) from cheaper petrol prices in the last six months.

#### SECTION 3: READING

3 Read parts of a website offering different financial services. Write the missing words (below) in the titles.

Motor / Home / Pension / Travel / Financial / Commercial / Life

- 26 \_\_\_\_\_ insurance.  
To protect business owners from losses, including injured employees and damage to property.
- 27 \_\_\_\_\_ insurance  
This can include delays or cancellations, loss of luggage and medical cover worth up to \$1,000,000.
- 28 \_\_\_\_\_ advisory service  
We are pleased to introduce a new service for customers. Our online advisers will respond to your enquiries within 24 hours and offer independent advice on investments and planning.
- 29 \_\_\_\_\_ insurance  
Are you covered in the event of a death? Will your family have the money they need?
- 30 \_\_\_\_\_ insurance  
Click here to protect yourself against fire and theft and accidental collision.
- 31 \_\_\_\_\_ services



Do you want to retire early? Or perhaps you'd like to live as comfortably in the future as you do now. Find out more about how to start investing for later life.

32 \_\_\_\_\_ insurance

This covers fire, weather-related damage and other losses. The policy also covers labour costs, materials and services for repairs.

#### SECTION 4: CAREER SKILLS

4 Match the two halves of the phrases and sentences below. Write your answers here:

33\_\_\_ 34\_\_\_ 35\_\_\_ 36\_\_\_ 37\_\_\_ 38\_\_\_ 39\_\_\_ 40\_\_\_

33 There are two possibilities. You can... 34 If you sell now... 35 It's better...

36 The fact is more people are buying... 37 My view is we should wait...

38 On the one hand we'll make more if we wait... 39 I understand your point...

40 You have to consider...

a) so the price is rising. b) it will mean you might not benefit later.

c) the possibility that the price may fall. d) if you buy low and sell high.

e) but on the other we need money now. f) but we need to remember that the price will rise.

g) either sell now or wait and see if the market improves. h) because I think the price will still rise.

#### Section 5: Writing

5 You are a manager for a supermarket chain. Recently you have received this feedback from different customers.

'Your staff gave me the wrong information.'

'I don't think your staff know anything about the products.'

'I asked someone but he wasn't interested.'

'She was very impolite when I complained about the product.'

'I had to wait while two members of your staff were busy talking.'

6 Complete the report below for your Directors. Describe the feedback. Suggest two options to help and suggest the best solution.

To: The Directors

From: The manager

Subject: Improving customer service.

41 I have recently received \_\_\_\_\_.

42 One customer said that staff \_\_\_\_\_.

43 Another customer also thought that staff knew \_\_\_\_\_.

44 In one case a member of staff wasn't \_\_\_\_\_.

45 When someone complained about a product the staff member \_\_\_\_\_.

46 And finally, a customer complained because \_\_\_\_\_.

47 I think the problem is that \_\_\_\_\_.

48 We could either \_\_\_\_\_

49 or we could \_\_\_\_\_.

50 I think the best solution is to \_\_\_\_\_.

#### SECTION 6: LISTENING

Track 5

7 Listen and complete these guidelines for Customer Service Staff. Listen twice.

##### The Ten Rules of Customer Service

51 Always be \_\_\_\_\_ and helpful at all times.

52 Try to \_\_\_\_\_ things from the customer's point of view.

53 Even if the customer is angry, \_\_\_\_\_ calm

54 Even if you didn't make the mistake, still try to \_\_\_\_\_ the problem.

55 When the customer explains, \_\_\_\_\_ carefully and check you've understood.

56 If the customer doesn't demand action, then \_\_\_\_\_ a solution.

57 If you can't do what the customer would like, \_\_\_\_\_ what you can do.

58 Don't say 'I might'. Say '\_\_\_\_\_'

59 Remember that you won't always \_\_\_\_\_ a solution.

60 Do your \_\_\_\_\_.

### Progress Test 5 (Units 13-15)

Complete all seven sections. There are seventy marks in total.

#### SECTION 1: VOCABULARY

1 Write in the missing preposition.

- 1 There's been a delay \_\_\_\_\_ the delivery of the components.
- 2 The shortage \_\_\_\_\_ staff at work is really causing pressure.
- 3 Our new just-\_\_\_\_\_ -time production has made things quicker.
- 4 We must finish this meeting \_\_\_\_\_ eleven at the latest.
- 5 Sorry, but we're running \_\_\_\_\_ of time.
- 6 We look forward \_\_\_\_\_ hearing from you.
- 7 Our department has just taken \_\_\_\_\_ 30 new staff.

2 Read the extract from a report on improving a business. Change the form of the word in brackets to complete it.

We would like to propose a number of (8) \_\_\_\_\_ (recommend) to improve the (9) \_\_\_\_\_ (efficient) of your company. With regard to office space, you could reduce the space needed for your (10) \_\_\_\_\_ (administrate) staff with a system of open plan offices. This would then provide space for your sales staff. In the factory, (11) \_\_\_\_\_ (product) could be increased through a better system of supply and storage. The (12) \_\_\_\_\_ (deliver) company should bring components to the factory several times a day and these can be taken to the (13) \_\_\_\_\_ (assemble)-line at the moment they are needed. Supplies should be ordered (14) \_\_\_\_\_ (electronic) by computer rather than having an (15) \_\_\_\_\_ (employ) enter an order manually.

#### SECTION 2: LANGUAGE

3 Decide if the sentences are correct (C) or incorrect (I). Correct the incorrect sentences.

- 16 Orders quickly are sent out to customers. ( )
- 17 Models are frequently updated. ( )
- 18 I usually get up at six for work. ( )
- 19 It's been a very successfully project. ( )
- 20 What would you do if you have to take a pay cut? ( )
- 21 If you did my job, you'd see things differently. ( )
- 22 If you do exercise every day, you'll were much more creative. ( )
- 23 We'd be able to invest more if we would had more money. ( )
- 24 In the old days, people worked longer hours. ( )
- 25 He has been here yesterday. ( )
- 26 They've been with the company for over twenty five years. ( )
- 27 Jack Welsh has taken over as CEO of GE in 1981. ( )

#### SECTION 3: READING

4 Read a worker describing his working practices

Are you an efficient worker?

'I usually work between nine and five and I try not to work longer hours. I think if you work efficiently you can do your job in your normal working hours. Sometimes I might work on Saturday morning but only if there's a problem or something.

I soon discovered that at work you should prioritise. So I make a list and do jobs that my boss wants done straight away or if I know someone is waiting for me.

The most boring part of my job is reading reports. I read each one in detail and it's really frustrating when you read a report which isn't relevant or has lots of unnecessary information.

A lot of my work is with other people and we regularly have team meetings to discuss plans and make suggestions.

I like an organised desk where I can find things. On Friday I make sure that I clear up so that on Monday I can start again.

I've been working for my company for twenty years and this way of doing things has always worked well.'

5 Sentences 28-33 are from a checklist entitled 'Do you work efficiently?' Decide if the worker in the article answers 'Yes' (Y) or 'No' (N) to the sentences.

28 I usually work a certain number of hours a day. Y / N

29 I deal with important tasks immediately. Y / N

30 I skim read texts before I decide to read them in detail. Y / N

31 I share useful ideas with colleagues. Y / N

32 My work place is always tidy. Y / N

33 I regularly review my way of working. Y / N

#### SECTION 4: CAREER SKILLS

6 Three people are discussing a problem. Write in the missing phrases.

We don't have / That could be / What we really / Could we quickly / Can I ask / What if we / Would it help / What exactly has / What else could / No, that wouldn't / If we did

A: OK. (34)\_\_\_\_\_ much time. (35)\_\_\_\_\_ talk about the problem with the brochures? (36)\_\_\_\_\_ happened?

B: We printed two million copies but there's a mistake on the telephone number. So customers will ring the wrong number. (37)\_\_\_\_\_ want to do is reprint them all.

A: (38)\_\_\_\_\_ work. My boss would never agree.

(39)\_\_\_\_\_ we do?

C: (40)\_\_\_\_\_ if we sacked the person responsible?

A: Not really.

B: (41)\_\_\_\_\_ print labels with the correct number on?

A: (42)\_\_\_\_\_ a solution.

C: We need to be quick. The brochures have to be sent out by the end of next week at the latest.

B: (43)\_\_\_\_\_ that, we'd need to print them and have time to stick them on.

A: That's the best idea. Let's do that. OK. It's time to finish. (44)\_\_\_\_\_ you two to organise that?

#### SECTION 5: WRITING

7 Rewrite two sentences as one sentence using the phrase in brackets.

45 The meeting will have to start late. They're late (because)

46 I'm working late. I have to finish this report. (because of)

47 We're opening late. Customers can shop after work. (so that)

48 She's leaving the company. She wants to set up her own business. (in order to)

49 It's too expensive. We won't have open plan offices. (which means)

50 They won't recruit internally. They will recruit externally. (decided not to...but to...)

#### SECTION 6: LISTENING

Track 6

PART 1

8 Listen to the first person talking about motivation and answer the questions. Listen twice.

51 What two things motivate some people?

52 What two things are others motivated by?

53 What are most people motivated by?

54 What must a manager do to get the best from staff?

55 If people feel they can do a job well, what do they get?

PART 2

9 Listen to another person talking about motivation.

Are these statements True (T) or False (F)? Listen twice.

56 There are four Cs. ( )

57 To feel connected, a person needs to understand their role. ( )

58 A satisfied worker needs to enjoy the job. ( )

59 Computer systems have made workers demotivated. ( )

60 Management and staff work well together in a warm climate. ( )

### Уровень Upper-Intermediate/Advanced

#### Progress Test 1 (Units 1-3)

Complete all six sections. There are sixty marks in total.

#### SECTION 1: VOCABULARY

Write the missing words below in sentences 1-10.

timetable / budget / merger / schedule / expenses / bid / contractor / glitches / updates / rules

- 1 It makes a change to see a project that's ahead of \_\_\_\_\_.
- 2 According to the \_\_\_\_\_ the talk is at three on Tuesday, not today.
- 3 The whole thing is already over \_\_\_\_\_ and we're only half way through.
- 4 Here's my \_\_\_\_\_ claim. Can you pay me it today?
- 5 They've put in a very high \_\_\_\_\_ for the company.
- 6 Euphoria sweeps the stock markets when two companies announce a \_\_\_\_\_.
- 7 I'd like regular weekly \_\_\_\_\_ please so I know what's going on.
- 8 We've been appointed as the lead \_\_\_\_\_ for the construction of a new railway system.
- 9 Before we begin I want to establish some ground \_\_\_\_\_ for our discussion.
- 10 There have been one or two minor \_\_\_\_\_ but nothing serious. It'll be finished on time.

#### SECTION 2: LANGUAGE

Tick answer a, b or c to complete these sentences.

- 11 Even recently, many companies \_\_\_\_\_ to take advantage of the Internet.  
a) failed                      b) have failed                      c) will have failed
- 12 I think that by 2050, Chinese or Spanish \_\_\_\_\_ overtaken English as the language of business.  
a) has                              b) will be                              c) will have
- 13 It's a strategy which regularly \_\_\_\_\_ to be wrong.  
a) proves                              b) has proved                              c) had proved
- 14 Currently, company bosses \_\_\_\_\_ to follow their instincts even more.  
a) began                              b) begin                              c) are beginning
- 15 \_\_\_\_\_ whole project is being run by BAA  
a) the                              b) a                              c) an
- 16 The T5 Agreement is \_\_\_\_\_ biggest novelty.  
a) a                              b) the                              c) an
- 17 He hasn't left the number for me. He \_\_\_\_\_ forgotten it.  
a) must be                              b) should have                              c) must have
- 18 Most companies have men in top positions. I think companies \_\_\_\_\_ learn to change the culture.  
a) might                              b) should be                              c) should
- 19 She was busy all week so she \_\_\_\_\_ time to plan this.  
a) should have had                              b) can't have had                              c) can't have
- 20 The employees \_\_\_\_\_ be happy about this new pay cut.

a) mustn't                      b) can't                      c) can't have

SECTION 3: READING

Match these headlines to the first sentences from different news articles.

21 \_\_\_\_\_ 22 \_\_\_\_\_ 23 \_\_\_\_\_ 24 \_\_\_\_\_ 25 \_\_\_\_\_ 26 \_\_\_\_\_ 27 \_\_\_\_\_ 28 \_\_\_\_\_  
29 \_\_\_\_\_ 30 \_\_\_\_\_

- 21 SPRING IN THEIR STEPS
- 22 GIANTS TO MERGE
- 23 DOTCOM BOOM OR BUST
- 24 IT'S FINALLY UP AND AWAY
- 25 CORNER CUTTING COSTS IN THE END
- 26 AVERAGE WORKER ONLY MANAGES SHORT STINT AT WORK
- 27 PROTESTERS OCCUPY CRANE
- 28 TUNNEL COMPLETED ON SCHEDULE
- 29 GOVERNMENT SCEPTICS SILENCED
- 30 MINISTERS SEEK COMMON GOALS

- a) A new survey highlights how most employees don't view a job as something for life with most having taken at least three different posts by the time they are thirty...
- b) The markets were rocked with the latest news that a new joint venture threatens to take over and control the telecommunications market in the UK.
- c) On time and on budget – that was the happy news from the construction company responsible for...
- d) After years of discussions and negotiation, BAA at last launched the news last night of a project to build Heathrow airport's fifth terminal which will host over 30 million passengers a year taking off around the world
- e) March and April has seen more and more company bosses looking happier after a long period of recession with news that inflation is down and investment is on the increase.
- f) After the collapse of many internet-based companies in the late nineties, many observers are surprised to see companies in the twenty first century still pursuing the e-commerce dream...
- g) An investigation into the construction of a government building leading to overspending and mismanagement was, the commission reported, the result of choosing cheap offers and lack of monitoring to avoid expenses...
- h) A new sense of unity was the theme of an EU meeting with leaders on all sides agreeing to put past differences aside and work as a team to find solutions to the key problems facing Europe over the next twenty years...
- i) Police ended the three-day siege on a construction site by campaigners against the building of a new runway at an airport last night...
- j) Even its biggest critics couldn't find anything to say this week, when the President announced tax cuts which were welcomed by most members of the public and business...

SECTION 4: CAREER SKILLS

Write the missing prepositions in these phrases.

- 31 I work \_\_\_\_\_ Digital France...
- 32 When can we set \_\_\_\_\_ a meeting?
- 33 What do you think \_\_\_\_\_ the speaker?
- 34 How much are you budgeting \_\_\_\_\_?
- 35 What will you need \_\_\_\_\_ the way of resources?
- 36 When do I have to get this \_\_\_\_\_ by?
- 37 We're definitely moving \_\_\_\_\_ the right direction.
- 38 Let's look \_\_\_\_\_ ways of getting round this problem.
- 39 I'm confident you'll get it done \_\_\_\_\_ time.
- 40 Go \_\_\_\_\_. I'm listening.

SECTION 5: WRITING (41-50)

Write an email to your line manager to confirm the details of a course you are organising for managers. Use the notes given below and complete the email. There are 2marks per sentence.

- course on ‘ how to run effective meetings’
- send managers the course details by the 25<sup>th</sup> May
- send out needs analysis forms with details (for return on 10<sup>th</sup> June)
- book the trainer (who should we ask?)
- book the course dates and the training room (is the 20th-23<sup>rd</sup> June OK? )

Dear Piotr

(41/2) I am writing to confirm details of \_\_\_\_\_

\_\_\_\_\_.

(43/4) First of all \_\_\_\_\_

\_\_\_\_\_.

(45/6) We also need to \_\_\_\_\_

\_\_\_\_\_.

(47/8)With regard to the trainer I was wondering \_\_\_\_\_

\_\_\_\_\_.

(49/50) Finally, \_\_\_\_\_

\_\_\_\_\_.

SECTION 6: LISTENING

Track 2

Read the guidelines below. Listen to a talk and complete the guidelines. Listen twice.

**GUIDELINES FOR PROJECT MANAGERS**

Initiating

When setting up the project ask yourself two questions:

- Is the project (51)\_\_\_\_\_?
- Will it add (52)\_\_\_\_\_?

Planning

Make sure you do the following things:

- Allocate (53)\_\_\_\_\_
- Forecast costs
- Prepare a (54)\_\_\_\_\_ and time schedule
- Evaluate the (55)\_\_\_\_\_
- Select the (56)\_\_\_\_\_

Executing

Make sure you’ve thought through the (57)\_\_\_\_\_ and developed contingency (58)\_\_\_\_\_.

Delivery

Deliver the project on (59)\_\_\_\_\_ and within the (60)\_\_\_\_\_.

**Progress Test 2 (Units 4-6)**

Complete all six sections. There are sixty marks in total.

SECTION 1: VOCABULARY

1 Match words from A and B and complete sentences 1-8.

A	B
product / growth / public / product / advertising / chief / publicity / profit	campaign / technology / relations / margins / market / placements / demonstrations / material

- 1 Our next \_\_\_\_\_ will be the most expensive yet with two famous actors appearing and coverage on TV and in magazines.
- 2 A CTO, or \_\_\_\_\_ officer, is the manager with the most authority concerning technology.
- 3 We organise weekly, live \_\_\_\_\_ of our new range in shops for the general public.
- 4 As a \_\_\_\_\_ officer, it's my job to talk to the press and attend to conferences to network with the industry.
- 5 A recent James Bond movie had, reportedly, over one hundred \_\_\_\_\_ including cars, watches and bikinis. I only noticed two though.
- 6 With an increasing number of manufacturers chasing fewer customers, many companies have dropped their prices and seen \_\_\_\_\_ shrink.
- 7 For the last ten years, telecommunications have been seen as *the* \_\_\_\_\_. No other area has seen the same continuing demand.
- 8 I hate all the \_\_\_\_\_ that comes through my letter box every day. I never read it!
- 2 Write in the missing vowels in these collocations.
- 9 What we aim to do is for the new posters to pr\_j\_ct an \_m\_g\_ of youth and vitality.
- 10 This TV commercial will t\_rg\_t the over-sixties \_ \_d\_ \_nc\_ .
- 11 Can we r\_n the \_dv\_rt in your paper over two weeks?
- 12 Ronaldo has agreed to \_nd\_rs\_ the pr\_d\_ct at every match for the next two years.
- 13 It's quicker to s\_lv\_ pr\_bl\_ms now that managers can analyse developments in real time.

SECTION 2: LANGUAGE

- 3 Delete the extra word in each sentence.
- 14 You don't know what caused the crash, do you not?
- 15 Did were you satisfied with the remuneration package you received?
- 16 How much briefed were you about the presentations you attended?
- 17 Are you getting what do you need?
- 18 The talk, which will still begin at three, that is now in the Savoy room.
- 19 Nanotechnology, which who was invented by Eric Drexler, is the next great change affecting everyone's lives.
- 20 The new generation of phones, which offering even more features, will cost only a little more.
- 21 We expect market share to keeping grow steadily this year.
- 22 It's a highly effective way of to reaching a new type of customer.

SECTION 3: READING

- 4 Parts of sentences a-j below are missing from the text about new products. Write in the letter to complete the description.
- a) Always keen to keep one foot forward
- b) Now that's future planning
- c) which are being installed as part of a pilot project
- d) Meanwhile
- e) Spring is the season of motor shows
- f) as well as its obvious portability
- g) but travelling at a maximum forty kilometres per hour
- h) However
- i) to changing weather conditions
- j) And finally

ROUND-UP OF THE LATEST IN GADGETS AND TECHNOLOGY

This week saw the introduction of new machines in hotel lobbies and public places. The machines, (23) \_\_\_\_\_, dispense cigarette lighter sized hard drives containing digital recordings of films, which are easy to upload onto a computer and watch in the comfort of your room.

(24) \_\_\_\_\_, Adidas continues to work on a new battery-powered shoe which is being designed to react, with the help of a microprocessor and electric motor,  
(25) \_\_\_\_\_.  
(26) \_\_\_\_\_, the latest race to create a digital pen is being fought with one from Microsoft which has the flexibility to write on paper as well as electronic documents. One of the many key benefits to users, (27) \_\_\_\_\_, will be its ability to upload pen-written documents directly onto their computers.  
(28) \_\_\_\_\_. And the first of many opened in Tokyo with green issues taking centre stage. Car companies looking to the future demands of a more environmentally-minded customer presented a variety of new prototype engines. One of the latest on display combined enhanced fuel efficiency with electric power, (29) \_\_\_\_\_ it still has a long way to go!  
(30) \_\_\_\_\_, mobile phones – as always – continue to lead the way in gadgetry. Virtually the moment a new mobile phone hits the market it becomes outdated with what follows. (31) \_\_\_\_\_, a new model includes extra buttons that do nothing – yet. The idea is that future downloads will be available to increase the abilities of the phone and make use of the dormant keys. (32) \_\_\_\_\_!

#### SECTION 4: CAREER SKILLS

5 Two people are discussing a project and a problem with a member of staff. Write in these missing verbs in the appropriate form.

approach / make / cut / arrange / know / turn out / involve / move on / happen / get on

A: Guess what (33) \_\_\_\_\_ next? He rang up and said he wasn't coming after all. At that very moment his wife is on the other phone asking to speak to him. So it (34) \_\_\_\_\_ he wasn't at work that day and he wasn't at home. Anyway to (35) \_\_\_\_\_ a long story short it's the third time he's been off this month. So I have two problems. The project (36) \_\_\_\_\_ someone with expertise in this type of software which he has, but I obviously can't rely on him. And the second problem is how to (37) \_\_\_\_\_ the problem of his absences.

B: How about (38) \_\_\_\_\_ to meet him when he's back? Say to him: 'Don't you realise how important this project is?' Maybe there's something wrong at home.

A: OK. I'll try that. But do you (39) \_\_\_\_\_ who I could ask for help with the software instead of him.

B: Probably the best way is to (40) \_\_\_\_\_ to IT and see if they have anyone they recommend. Can you (41) \_\_\_\_\_ that a priority?

A: Sure.

B: OK. Shall we (42) \_\_\_\_\_ to the next question of the budget?

#### SECTION 5: WRITING

6 A member of the Human Resources Department has written a letter to accompany a questionnaire being sent to all executives returning from overseas assignments. The letter has been written too informally. Rewrite the sentences to be more formal. See the first example. There are 2 marks per sentence.

Hi there!

*Dear Colleague*

(43/44) It's about your trip abroad.

(45/46) It would be good if you'd fill in the questionnaire with this letter.

(47/48) We want the information to help with future similar assignments.

(49/50) Return the questionnaire by Friday 3<sup>rd</sup>.

(51/52) Thanks. I can't wait to get your replies.



SECTION 6: LISTENING

Track 3

7 Read these statements. Listen and mark the statements true (T) or false (F) according to the speaker. Listen twice.

53 Business intelligence is a legal way to get information about something, for example a business or another competitor. (\_\_\_\_\_)

54 Industrial espionage is when you steal information electronically. (\_\_\_\_\_)

55 Businesses can protect their information in two ways. (\_\_\_\_\_)

56 Sometimes companies don't even know if the information has been taken, in the case of information systems. (\_\_\_\_\_)

57 The speaker advises companies to not trust employees. (\_\_\_\_\_)

58 The speaker thinks companies have good reason to watch the activities of their employees. (\_\_\_\_\_)

59 In one case, the speaker installed electronic devices to record employees' conversations and to monitor their meetings. (\_\_\_\_\_)

60 The full security review didn't take place during the week because too many people would be in the office. (\_\_\_\_\_)

**Progress Test 3 (Units 7-9)**

Complete all six sections. There are sixty marks in total.

SECTION 1: VOCABULARY

1 Complete each sentence (1-7) with one of the verbs and one of the nouns.

VERBS: make, believe, take, got, prove, reach, overemphasise, be

NOUNS: settlement, accusations, risk, deal, action, innocence, importance

1 I think we've finally \_\_\_\_\_ a \_\_\_\_\_ and can sign an agreement tomorrow.

2 Either we settle out of court or we \_\_\_\_\_ legal \_\_\_\_\_.

3 Let's try to \_\_\_\_\_ a \_\_\_\_\_ and avoid a lawsuit.

4 He'll \_\_\_\_\_ all sorts of \_\_\_\_\_ against you once the trial starts.

5 Do you think you can \_\_\_\_\_ your \_\_\_\_\_ to the jury?

6 I really \_\_\_\_\_ in the \_\_\_\_\_ of protecting our brand.

7 I can't \_\_\_\_\_ the \_\_\_\_\_ to you. You could lose everything.

2 Write in the missing prefixes or suffixes.

8 The defend\_\_\_\_\_ is the person on trial in a court.

9 This new office desk is a huge improve\_\_\_\_\_ on my last one!

10 Trade\_\_\_\_\_ on the stock market were in a buoyant mood today.

11 We're a large \_\_\_\_\_ national with interests all over the world.

12 Don't \_\_\_\_\_ estimate the power of the media. One bad news report and a company can close tomorrow.

13 Our appointment was \_\_\_\_\_ arranged months ago.

SECTION 2: LANGUAGE

3 Underline the correct word(s).

14 Our shares and bonds (was / were) hit hard by the collapse.

15 The problem (caused / was caused) as a result of a massive blunder.

16 The courts (might be convinced / might convince) if we can provide strong evidence.

17 The value of their shares (made/was made) everyone start to sell.

18 He was solely (responsible/responsibility) for the brand's success.

19 It was one of the (greater/greatest) performances I've seen this year.

20 Our market has been much more (aggressive/aggressively) since we brought in an agency.

21 Ordering is run (central/centrally) from our distribution centre in the midlands.

22 On no account (should you/you should) tell anyone what we've discussed today.

23 (Not only/What) did he lose all the money, but he also ended up in prison.

SECTION 3: READING

4 There are twelve sentences below that make three different texts. Match the sentences from the same reading and put them in the correct order. Write your answers here:

First text:

24 \_\_\_\_\_ 25 \_\_\_\_\_ 26 \_\_\_\_\_ 27 \_\_\_\_\_

Second text:

28 \_\_\_\_\_ 29 \_\_\_\_\_ 30 \_\_\_\_\_ 31 \_\_\_\_\_

Third text:

32 \_\_\_\_\_ 33 \_\_\_\_\_ 34 \_\_\_\_\_ 35 \_\_\_\_\_

- a) So any business planning on expanding overseas needs to look after its image
- b) The activities of all companies are subject to national and international laws,
- c) which means they are recognisable both at home and abroad.
- d) though it's also important to remember that they will also want a return.
- e) Every business starts out needing investment
- f) though in many cases such lawsuits are finally settled out of court.
- g) Global brands are able to cross cultural boundaries
- h) and may even employ a manager whose job it is to take care of it.
- i) which means that they might need to approach venture capitalists.
- j) These are people who will risk supporting the company financially
- k) Any businesses can be sued if they fail to respect their obligations
- l) which set down the rules under which they may operate at home and abroad.

SECTION 4: CAREER SKILLS

5 Write in the missing prepositions.

- 36 That's \_\_\_\_\_ of the question.
- 37 I'll have to think that \_\_\_\_\_.
- 38 Let's work \_\_\_\_\_ this together.
- 39 We're all working \_\_\_\_\_ the same thing.
- 40 Forget \_\_\_\_\_ that.

SECTION 5: WRITING

6 At a recent meeting, the project team brainstormed the following ideas for setting up a new ethical fund:

- establish a list of ethical companies to propose to clients
- hold press conference about our new socially responsible investment product
- come up with criteria to evaluate companies according to financial, social and environmental performance

7 Write up these ideas into the memo below for managers. Add in any extra information such as times and dates and invite any interested managers to the next meeting. There are two marks per sentence.

(41) To: _____
From: The project team
Subject: Plan of action for new service.
(42/43) Further to our meeting to _____
here is a report on what was decided:
(44) First of all, it was decided _____
(45) Secondly, it was also _____
(46) Finally, the team planned _____
(47/48) The next meeting to finalise the criteria will be held _____
(49/50) Please note that any managers who are interested in contributing _____

We look forward to seeing you there.

SECTION 6: LISTENING

Track 4

8 Read the questions below and listen to an interview with a manager. Answer the questions with short answers. Listen twice.

51 What was the manager's old job?

52 What does a company need to separate and distinguish itself from all others?

53 When you have a face, what do you own?

54 Corporate or brand identity should be a visual statement about who and what the company is and what else?

55 What is the key contributor?

56 If there aren't competitors in the market, what might not matter?

57 What are three things that might be checked in a visual audit?

58 Is the company name more or less important than the brands they sell?

59 What don't people remember when buying products?

60 If a company does something wrong, what is affected?

**Progress Test 4 (Units 10-12)**

Complete all six sections. There are sixty marks in total.

SECTION 1: VOCABULARY

1 Which word does not collocate with the underlined word? Delete it.

1 power cut, field, plant

2 grid, nuclear, renewable, energy

3 stock exchange, market, bank

4 distribution, scale, computer network

5 oil field, policy, refinery

6 pollution, petroleum, oil reserves

2 Underline the correct word in brackets.

7 Let's go (on / in / up) to my next point.

8 We've been having trouble (with / from / at) this new software.

9 They've bought a 51% stake (in / at / to) the company.

10 What do you have (from / in / of) mind?

11 We just need to take it one step (from/ of / at) a time.

SECTION 2: LANGUAGE

3 Write the verb in brackets in the correct form.

12 Pollution levels \_\_\_\_\_ (be) lower today, if we'd taken notice of the warnings.

13 If I'd known setting up an IPO would be this successful, I \_\_\_\_\_ (do) it ages ago.

14 Let me know as soon as it \_\_\_\_\_ (come) through.

15 By 2050, we \_\_\_\_\_ (see) the results of our actions on the planet.

16 The traffic's really bad. We \_\_\_\_\_ (might) not make it on time.

17 We can sit here and discuss it, but ultimately it's the board that \_\_\_\_\_ (decide).

18 We \_\_\_\_\_ (take) a chance on that and hope things work out OK.

19 This afternoon, they'll \_\_\_\_\_ (discuss) a long-term solution while we're solving this immediate difficulty.

20 If he \_\_\_\_\_ (not/mention) it, we wouldn't have known.

SECTION 3: READING

4 Read the press release below. Each line contains one mistake. Underline the mistake and correct it. See the example.

PRESS RELEASE

*are delighted*

We delight to announce a new development for Wantage Supermarkets. This highly (21) respected and traditional grocers, set up in 1908, will be offering a home delivery (22) service as by the beginning of December this year.

(23) Wantage supermarkets intend to combine nearly one hundred year of experience (24) with modern technology to offer it's customers online home shopping with

(25) [www.wantagesuppermarkets.co.uk](http://www.wantagesuppermarkets.co.uk) The site will include online payment facilities (26) and offer all the benefits customers currently enjoying at our stores.

(27) The service sees the investment on over fifty trucks to ensure on-time delivery (28) to our customer's homes. Home shoppers will also enjoy major discounts and special (29) offers over the christmas period.

(30) For full details, we would like inviting you to a press conference on...

SECTION 4: CAREER SKILLS

5 Two people are discussing a construction project. Write in the missing words below.

wish / further / ahead / idea / aside

fuss / worst / eye / smoothly / perspective

A: Good, well, we're one week (31) \_\_\_\_\_ of schedule so everything is going (32) \_\_\_\_\_, isn't it?

B: I (33) \_\_\_\_\_ I knew.

A: What do you mean?

B: Well you put Andrea in charge of deliveries and now I don't know what is coming in and going out of the construction site.

A: Hold a minute. Let's keep things in (34) \_\_\_\_\_ I asked Andrea to help you on the site. If the worst comes to (35) \_\_\_\_\_ then I can take her off. But I thought you needed help.

B: I do need help but not from her. We just don't see eye to (36) \_\_\_\_\_ on how to run a site.

A: I don't see what the (37) \_\_\_\_\_ is about. She's only supposed to deal with deliveries. Can't you set (38) \_\_\_\_\_ any differences and you do your job and she does hers?

B: But she doesn't just do her job. She's getting involved in the general running as well.

A: Let me have a chat with her and see what she says.

B: To see if I'm telling the truth?

A: No, just to get an (39) \_\_\_\_\_ of what problem is.

B: Fine.

A: Look. Tell me what the problem really is.

B: I'm sorry, but there's no point in discussing this any (40) \_\_\_\_\_ ...

SECTION 5: WRITING

6 Your company Parle Ltd has held a meeting to plan what to do with its brand *Thumbs Up* cola. It currently sells the brand in India but Coca-cola is entering the market. Here are the final decisions from the meeting with notes on the reasons in brackets:

– sell the brand to Coca-cola (Parle Ltd can't compete)

– let them distribute it (Coca-cola has better distribution)

– suggest Coca-cola keep the name *Thumbs Up* (the brand is well-established)

7 Write an email confirming the decisions to your directors. In your email:

41/42 Explain the situation.

43/44 Explain your first decision.

45/46 Explain your second decision.

47/48 Explain your third decision.

49/50 Ask for comments on your decisions.

8 Write your email below with the words given:

41/42 Further to our meeting \_\_\_\_\_

43/44 Firstly, \_\_\_\_\_

45/46 Secondly, \_\_\_\_\_

47/48 Finally, \_\_\_\_\_

49/50 \_\_\_\_\_

SECTION 6: LISTENING

Track 5

9 Listen to three conversations and complete the notes for each one below with word(s) from the listening. Listen twice.

Conversation 1

The project is doing well but they have had a problem with the

(51)\_\_\_\_\_. It keeps cutting out and they

(52)\_\_\_\_\_. Ray suggests having a

(53)\_\_\_\_\_ with the supplier for some suggestions.

Conversation 2

Don says the next batch of samples will be ready by (54)\_\_\_\_\_ not for the fifteenth. The problem is they haven't received some of the precision

(55)\_\_\_\_\_ they ordered. We may have to extend the

(56)\_\_\_\_\_.

Conversation 3

The meeting didn't go (57)\_\_\_\_\_. They'll only sign if we

(58)\_\_\_\_\_ we won't raise prices by more than

(59)\_\_\_\_\_ a year. We need to call (60)\_\_\_\_\_ to see what they think.

**Progress Test 5 (Units 13-15)**

Complete all six sections. There are sixty marks in total.

SECTION 1: VOCABULARY

1 Write in the missing words in this word building table.

Verb	Noun (concept)	Adjective
(1)_____	knowledge	knowledgeable
finance	(2)_____	financial
regulate	(3)_____	(4)_____
(5)_____	(6)_____	consultative

2 Underline the correct word in brackets.

7 Please don't (have/make) a habit of being late.

8 Can you (lend/borrow) me a couple of euros for a coffee?

- 9 They need to (increase/raise) an extra five hundred by Friday in order get this project off the ground.
- 10 I have someone on the phone who is interested in (applying/paying) for a loan.
- 11 Sorry but I (did/made) a big mistake with the calculations.
- 12 You'll need to pay a (deposit/return) to secure the loan.
- 13 What do the members at grass (roots/field) level think?
- 14 The conference (delegates/trainees) have all registered so we're ready to begin.
- 15 The lack of investment in staff training just shows the (cynicism/short-sightedness) of this management.
- 16 Forget about that and concentrate (on/with) this.
- 17 But these components don't comply (for/with) European standards.

SECTION 2: LANGUAGE

3 Which sentences below are correct? Mark them correct (C) or incorrect (I). Change the incorrect sentences.

- 18 He said that we should look into the cause of the problem before implementing change. (\_\_\_\_\_)
- 19 Despite having received my email, he still hasn't replied. (\_\_\_\_\_)
- 20 After interview over twenty people, we still don't have the right person. (\_\_\_\_\_)
- 21 In order finish this project, we need some extra engineers on site. (\_\_\_\_\_)
- 22 Since they do a lot of their business in non-English speaking countries, it would be wise to provide language and cultural training. (\_\_\_\_\_)
- 23 She told that there had been a delay. (\_\_\_\_\_)
- 24 The study, what was carried out over twelve months, came to no firm conclusions. (\_\_\_\_\_)

SECTION 3: READING

4 The reference words in 25-30 come from the sentences in 'Sentences B' and refer to something mentioned in 'Sentences A'. Match the sentences from A and B and write what each reference refers to. See the first example.

The former: *A rise in interest rates*

- 25 This: \_\_\_\_\_
- 26 The latter: \_\_\_\_\_
- 27 the ones: \_\_\_\_\_
- 28 Such cases: \_\_\_\_\_
- 29 that: \_\_\_\_\_
- 30 those of us: \_\_\_\_\_

Sentences A

There are two reasons for the fall in high street spending. One is a rise in interest rates and the second reason is due to lack of confidence in the economy.

Many mortgage borrowers are the reason for the main boom in lending by banks.

We are borrowing millions in our millions. It's become the norm that a large percentage of our monthly earnings are spent on paying credit card and lending companies back.

One house owner is on the point of losing his property due to over extending his debts. He blames his bank for being too happy to lend.

Most personal loans are now available to anyone with interest at around 8%.

Consumer borrowing through personal loans and credit cards rose to record levels this year to 51 billion.

Sentences B

This compares with half that amount in 2005.

The former is of course controlled by the Bank of England.

The latter is less predictable and also seems to be having an effect on business confidence as well.

They are also the ones at most risks of losing their homes says one analyst.

Such cases of borrowers suggesting the lenders are at fault as becoming commonplace. Some supermarket lenders are even able to offer lower than that at around 6%. And those who don't succeed in managing the repayments face an even worse fate.

SECTION 4: CAREER SKILLS

5 Complete the sentences with these verbs in their appropriate form.

Go / bear / take / consider / do / try / refuse / get / look / offer

- 31 She said she didn't feel she was suitable to take on the role. In short, she's \_\_\_\_\_ do to it.
- 32 \_\_\_\_\_ all things in mind I think I agree.
- 33 All things \_\_\_\_\_, it's the best plan.
- 34 If you don't \_\_\_\_\_ it this way, then we'll have to reconsider your role on the team.
- 35 Unless you're prepared to guarantee us no more than 2% over five years, we \_\_\_\_\_ to another supplier.
- 36 You get the business, you \_\_\_\_\_ the bonus!
- 37 There's a bonus and I'm \_\_\_\_\_ an additional commission to whoever...
- 38 Would you like to \_\_\_\_\_ responsibility for this?
- 39 After \_\_\_\_\_ at all sides of the argument, I've made up my mind.
- 40 What he was \_\_\_\_\_ to say was....

SECTION 5: WRITING

6 Read five comments from a meeting between a managing director of a department store and a consultant.

Manager's comments:

*'Our market share has been falling by about 10% every year over the last five years.'*

*'This was because I failed to see the need to adjust our pricing policy in line with the competition.'*

*'The customer satisfaction surveys show people want more choice and lower prices.'*

*'We are considering selling to a local hypermarket or competing with them.'*

Consultants comments:

*'Don't sell! I would put up your prices and invest in advertising.'*

7 Report the five comments using reported speech and the verbs in brackets.

41/42 (tell) \_\_\_\_\_

43/44 (admit) \_\_\_\_\_

45/46 (point out) \_\_\_\_\_

47/48 (explain) \_\_\_\_\_

49/50 (advise) \_\_\_\_\_

SECTION 6: LISTENING

Track 6

8 Listen to three short meetings and decide if the following reporting statements are true (T) or false (F).

Listen twice.

Meeting 1

51 The first speaker has considered all possibilities and thinks they should move into Eastern Europe. (\_\_\_\_\_)

52 The company does business in southern Europe. (\_\_\_\_\_)

53 The company can't afford the cost on its own. (\_\_\_\_\_)

54 The project can only go ahead if the second speaker agrees. (\_\_\_\_\_)

Meeting 2

55 One of the partners doesn't think the investor should pay cash. (\_\_\_\_\_)

- 56 The investor has worked really hard in the hi-tech sector. (\_\_\_\_\_)
- 57 The two partners decide to talk to the investor.
- Meeting 3
- 58 The company lost money by paying compensation. (\_\_\_\_\_)
- 59 The company's share price is inaccurate. (\_\_\_\_\_)
- 60 The last speaker thinks the lawyers may not want to take the bank to court. (\_\_\_\_\_)

### FINAL TEST (ГОДОВАЯ КОНТРОЛЬНАЯ РАБОТА)

Цель итогового контроля(ИК) - объективно выявить результаты обучения, которые позволяют определить степень соответствия действительных результатов обучения и запланированных в программе.

Время выполнения — 90 минут

#### Уровень Pre-Intermediate/Intermediate

Complete all six sections. There are eighty marks in total.

#### SECTION 1: VOCABULARY

Complete this table.

VERB	NOUN	JOB TITLE
finance	finance	financial analyst
(1) _____	product	(2) _____ manager
economise	(3) _____	economist
(4) _____	sales	(5) _____ representative
manage	(6) _____	(7) _____ director
(8) _____	design	designer

Choose the correct answer from a, b or c.

- 9 All sales staff get a \_\_\_\_\_ at Christmas and it doesn't matter how much they sell.  
a) loyal                      b) bonus                      c) pay
- 10 \_\_\_\_\_ people are self-employed.  
a) A lot of                      b) A bit of                      c) Substantial
- 11 The organisational \_\_\_\_\_ in our company is like a pyramid.  
a) status                      b) subordinate                      c) hierarchy
- 12 If the phone rings, we'll \_\_\_\_\_ it.  
a) avoid                      b) admit                      c) ignore
- 13 I like \_\_\_\_\_ meetings where everyone is relaxed.  
a) unformal                      b) informal                      c) disformal
- 14 Our market \_\_\_\_\_ has fallen by 3% this year.  
a) place                      b) share                      c) leader
- 15 I'll meet you \_\_\_\_\_ Monday 1<sup>st</sup>.  
a) on                      b) at                      c) in
- 16 You need to cut your spending. We're on a really \_\_\_\_\_ budget.  
a) finance                      b) tight                      c) borrow
- 17 Local companies need a \_\_\_\_\_ attitude to doing business abroad.  
a) stable                      b) positive                      c) strong
- 18 I got my first job with the company on their graduate trainee \_\_\_\_\_.  
a) placement                      b) location                      c) scheme
- 19 You'll need to \_\_\_\_\_ an interview after you apply.  
a) invite                      b) attend                      c) wait
- 20 After university I had to pay off my \_\_\_\_\_.  
a) debts                      b) accounts                      c) discounts
- 21 Many online banks are trying to protect customers from \_\_\_\_\_ and theft.  
a) premiums                      b) claims                      c) fraud
- 22 I've asked three times for my money back but they still refuse to give me a \_\_\_\_\_.



- 23 a) return                      b) satisfaction                      c) refund  
The Just-in-time consultants say we need to reduce the \_\_\_\_\_ in our warehouses.  
a) stocks                      b) resources                      c) shares

**SECTION 2: LANGUAGE**

Write the word in brackets in the correct form.

- 24 He still \_\_\_\_\_ (work) for a company based in Chile.  
25 It's arranged. We \_\_\_\_\_ (fly) to Beijing next Tuesday at three.  
26 I'm sorry but I really \_\_\_\_\_ (must) go now. I have a meeting.  
27 The new model is slightly \_\_\_\_\_ (cheap) than its main competitors.  
28 She works \_\_\_\_\_ (efficient) and deserves a pay rise.  
29 Norway has some of the \_\_\_\_\_ (great) reserves of energy in Europe.  
30 Aisha \_\_\_\_\_ (leave) the company in 1978 to start her own business.  
31 They \_\_\_\_\_ definitely \_\_\_\_\_ (finish) this by tomorrow.  
32 How nice to see you! How long \_\_\_\_\_ you \_\_\_\_\_ (stay)?  
33 Please \_\_\_\_\_ (turn) off the lights when you leave.  
34 Recently, there \_\_\_\_\_ (be) a drop in unemployment figures.  
35 All the textiles we sell \_\_\_\_\_ (manufacture) in Vietnam and Cambodia now.  
36 If I'm not in the office when you call, my colleague \_\_\_\_\_ (take) a message.  
37 They \_\_\_\_\_ (use) the products, if they didn't work here.

**SECTION 3: READING**

Sentences a to l are taken from four different articles. Group the sentences together in the correct order under the headline below.

We know where you are.	Modern office workers are rude	The new target market	Pay less for more or more for less?
38 _____	41 _____	44 _____	47 _____
39 _____	42 _____	45 _____	48 _____
40 _____	43 _____	46 _____	49 _____

- a) They're currently worth £13 billion and no company should ignore them.  
b) Examples of their rudeness include ignoring colleagues and answering phones during meetings.  
c) We read a lot about companies watching employees use of internet and private email.  
d) Advances in production and distribution have caused this.  
e) But did you also know that when you turn on your mobile phone, a phone company can monitor your calls?  
f) No, they aren't grey consumers or the rich executives. They're students.  
g) Prices have fallen in the food business for the last ten years.  
h) A new survey claims that employees in the twenty first century are more bad-mannered than workers in the last century.  
i) But the question is now, how far can the industry continue down this road and are consumers prepared to start paying more?  
j) They can even discover your location.  
k) Now some organisations are training their staff to be polite.  
l) And as one marketer points out, 'they may be poor now but they are the high-earners of the future.'

**SECTION 4: CAREER SKILLS**

Complete the phrases with the words below.

Would / Are / What / How / Does / Can Let's / Why / Who / Did / Is / Don't
---

- 50 \_\_\_\_\_ you like to join us for lunch? 51 \_\_\_\_\_ do you do in your job?  
52 \_\_\_\_\_ you repeat that? 53 \_\_\_\_\_ you say thirty or thirteen?  
54 \_\_\_\_\_ it OK to smoke in here? 55 \_\_\_\_\_ can use your product?

- 56 \_\_\_\_\_ about putting an advert on the website? 57 \_\_\_\_\_ you free for dinner next week  
58 \_\_\_\_\_ say ten o'clock? 59 \_\_\_\_\_ not invite the press to the launch?  
60 \_\_\_\_\_ you think we should ask him? 61 \_\_\_\_\_ anyone have an opinion on that?

SECTION 5: WRITING

Read this email. Each line (62-68) has one extra word. Delete the word.

Dear Mr Folds

- (62) Thanks you very much for the website text.  
(63) Unfortunately, it is rather long at present so that I am  
(64) writing to ask if you can cut it down to the 100 words.  
(65) In my experience, users are not very so happy to read  
(66) anything over this length. I'd would be grateful if  
(67) you could send for me the new text by Friday.  
(68) Let me to know if this is a problem.

Best regards

Takeshi.

SECTION 6: LISTENING

PART 1

Track 7

Shane receives a phone call. Complete his notes below. Listen twice.

Date: 5th May Time: 2.15

- (69) \_\_\_\_\_ Zawadski from Fortuna called.  
Her company ordered (70) \_\_\_\_\_.  
We sent (71) \_\_\_\_\_ and charged them in the (72) \_\_\_\_\_.  
They've paid us by (73) \_\_\_\_\_  
She wants us to (74) \_\_\_\_\_  
I promised I'll ask the (75) \_\_\_\_\_ to collect (76) \_\_\_\_\_.

PART 2

Track 8

Listen to someone describing a problem. Tick the best answers. Listen twice.

- 77 The company decided to...  
a) recruit more staff.      b) make a difficult decision.      c) give training.  
78 As a result, staff...  
a) work every week.      b) have one or two days off.      c) know what's happening in the shop.  
79 All staff received...  
a) more money      b) a bonus      c) money for staying  
80 The company has more  
a) staff      b) customer service      c) regular customers

### Upper-Intermediate/Advanced

Complete all seven sections. There are one hundred marks in total.

SECTION 1: VOCABULARY

1 Tick the correct word from a), b) or c).

- 1 Singapore and Lufthansa have announced a \_\_\_\_\_ alliance with implications for their competitors.  
a) merger      b) strategic      c) acquisition  
2 If we have one more \_\_\_\_\_ on, this they'll start imposing penalties.  
a) late      b) delay      c) hold  
3 I've been \_\_\_\_\_ the hardest task of all.  
a) made      b) get      c) assigned  
4 \_\_\_\_\_ of employees via spyware is illegal in this country.  
a) Surveillance      b) Intelligence      c) Data  
5 Around the summer holidays we always launch a seasonal \_\_\_\_\_ to attract holiday makers.

- 6 a) promotion      b) relations      c) marketing  
A US attorney is known as a \_\_\_\_\_ in Britain.
- 7 a) plaintiff      b) lawyer      c) judge  
\_\_\_\_\_ identity is the way in the which a company uses design and colours to say this is what we are.
- 8 a) Brand      b) Policy      c) Corporate  
The \_\_\_\_\_ for these shares is good. Let's keep them.
- 9 a) portfolio      b) venture      c) forecast  
We expect over a million tons of \_\_\_\_\_ oil per year.
- 10 a) crude      b) power      c) energy  
An IPO is an \_\_\_\_\_ public offering.
- 11 a) institutional      b) individual      c) initial  
These new government regulations really present a \_\_\_\_\_ to entry in this business.
- 12 a) boundary      b) barrier      c) disadvantage  
My staff are very \_\_\_\_\_ to me. I would trust them all.
- 13 a) loyal      b) motivated      c) dynamic

SECTION 2: LANGUAGE

2 Write the word in brackets in the appropriate form.

- 13 Come the year 2020, governments on all sides \_\_\_\_\_ (battle) with the problems of global warming.
- 14 If you \_\_\_\_\_ (be) in my position, how would you approach it?
- 15 \_\_\_\_\_ you \_\_\_\_\_ (get) what you need from our current discussions?
- 16 The product, which \_\_\_\_\_ (launch) last week at the Expofair, has already sold beyond our initial estimates.
- 17 Third generation networks, \_\_\_\_\_ (offer) lots of extra capacity, will lead to lower prices.
- 18 Inflation is expected \_\_\_\_\_ (grow) by another point five per cent this year.
- 19 This change has proved \_\_\_\_\_ (particular) difficult for many of our older employees.
- 20 If it hadn't been for nuclear power, this country \_\_\_\_\_ (be) in an energy crisis now.
- 21 She said that she \_\_\_\_\_ (work) there all day without a break.

SECTION 3: READING

3 Match titles a-h from the Economist readings in the course book to sentences 22-29 taken from the articles. Write your answer here:

22\_\_\_\_\_ 23\_\_\_\_\_ 24\_\_\_\_\_ 25\_\_\_\_\_ 26\_\_\_\_\_ 27\_\_\_\_\_ 28\_\_\_\_\_ 29\_\_\_\_\_

- a) Think before you meet  
b) Freud, folly and finance  
c) Up, up and away.  
d) The harder hard sell  
e) A path to helping the poor  
f) The march of the mobiles  
g) The people vs the USA  
h) How about now?

22 "The only way to solve the problems of poverty and terrorism in the world today," he says, "is through investment."

23 With better informed consumers, the result is that some of the traditional methods of advertising and marketing simply no longer work.

24 Today Daniel Kaufman is in demand by Wall Street traders...but, he says, there are plenty of others that still show little interest in understanding the roots of their poor decisions.

25 "Despite IT, we all go to more and more of them." reflects Jonathan Day of McKinsey. But there must be a way to make them work.

- 26 On the face of it, why shouldn't a company that does something wrong pay the price?  
27 GE's aim is to monitor everything in real time...  
28 Almost everybody in the world now has one, and growth is booming in the developing world, too.  
29 In the midst of a landscape of mud and men rises a vast glass-fronted box that will soon be Britain's largest free-standing building. This is Heathrow airport's fifth terminal, destined to cater for 30m passengers a year.

SECTION 4: CAREER SKILLS

4 Write in the missing words in these questions.

- 30 \_\_\_\_\_ can I help you?  
31 \_\_\_\_\_ there anything I can do?  
32 \_\_\_\_\_ can we set up a meeting? For next week?  
33 \_\_\_\_\_ do you think of that new film?  
34 \_\_\_\_\_ you like playing golf?  
35 \_\_\_\_\_ much are you budgeting for?  
36 \_\_\_\_\_ that sound doable?  
37 \_\_\_\_\_ didn't you follow my instructions?  
38 \_\_\_\_\_ you know who I could ask for advice on this?  
39 \_\_\_\_\_ what happened next?  
40 \_\_\_\_\_ everything going smoothly?  
41 \_\_\_\_\_ do we go from here?  
42 \_\_\_\_\_ idea what the problem is?  
43 \_\_\_\_\_ 's up? Is there a problem?  
44 \_\_\_\_\_ are things going?  
45 \_\_\_\_\_ you like to take full responsibility for this?

SECTION 5: WRITING

5 You have been asked to manage the setting up of English language classes for employees at your company. Write a feasibility report. Write what you will need to consider at each stage of setting up this project under the sub-headings below. There are 2 marks per section.

Evaluate the risk factor

(46/47) *First of all we need to consider* \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Forecast the costs

(48/49) *Secondly* \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Select the teachers/language school

(50/51) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Organize facilities

(52/53) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Monitor delivery

(54/55) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Obtain progress reports  
(56/57)

Review results  
(58/59)

Evaluate overall performance  
(60/61) *Finally*

SECTION 6: LISTENING

Part 1

6 Complete these four extracts from emails by listening to four short conversations. The emails have been sent by one of the speakers. Complete the emails with words from the listening. Listen twice.

Listening 1:

Track 7

I regret to inform you that I have been unable to get all the (62) \_\_\_\_\_ for all our subsidiaries. Currently I have been able to obtain the (63) \_\_\_\_\_ for Europe only. I should be able to provide you with...

Listening 2:

With reference to the figures you sent for the (64) \_\_\_\_\_ department, I'm afraid I don't have time to (65) \_\_\_\_\_ them. I would be grateful if you could do this (66) \_\_\_\_\_.

Listening 3:

I'm sorry to hear that you've been unable to discover what the cause is of the (67) \_\_\_\_\_ to fail. I would like to suggest that you arrange (68) \_\_\_\_\_ with the people who installed the (69) \_\_\_\_\_.

Listening 4:

Further to your questions about your presentation to the (70) \_\_\_\_\_ about how to improve the (71) \_\_\_\_\_ system, I suggest you just focus on plans for the (72) \_\_\_\_\_. Please find attached a copy of the (73) \_\_\_\_\_ we prepared which you can show them.

Part 2

Track 8

7 Listen to a talk about Google. Write down the missing words and numbers in the *Key Facts* below. See the first example. Listen twice.

KEY FACTS OF GOOGLE IPO:

Revenues from sale of stocks : \$1.7 billion.

Number of (74) \_\_\_\_\_ sold: 20 million

Estimated revenue hoped for: (75)\$ \_\_\_\_\_ billion

Estimated number of stocks to sell: (76) \_\_\_\_\_ million

Actual price: (77)\$ \_\_\_\_\_

(78) \_\_\_\_\_ price: Between \$108-£135

Timing of IPO: Month of (79) \_\_\_\_\_

(80) \_\_\_\_\_ : \$125

### СИТУАЦИОННЫЕ ТЕСТЫ (ИМИТАЦИОННЫЕ)

Обучающимся предлагают имитировать решение реального действия. Простейшая формы – методы инцидента.

Студенту (или паре студентов) излагается проблемная ситуация, связанная с их будущей профессиональной деятельностью и предлагается принять быстрое решение.

Время решения задачи резко ограничено, при оценке учитывается не только правильность ответа, но и быстрота реакции, которая имеет важное значение в реальной ситуации.

#### **I. Проблемный вопрос**

Время на подготовку — 2 минуты

Количество участников — 1

Цель: проверить уровень знаний и умений вести диалог-обсуждение по деловой проблемной тематике, умение доказать свою точку зрения, проверить уровень владения лексико-грамматической базой делового английского языка.

Время тестирования — 3 минуты

<p>A. What is important when.....? Choosing suitable transport for a business trip</p> <ul style="list-style-type: none"> <li>• Convenience</li> <li>• Cost-effectiveness</li> </ul>	<p>B. What is important when...? Selecting employees for promotion</p> <ul style="list-style-type: none"> <li>• Personal qualities</li> <li>• Current pperformance</li> </ul>
<p>C. What is important when.. ? Setting up a new business</p> <ol style="list-style-type: none"> <li>4. Management experience</li> <li>5. Financial backing</li> <li>6.</li> <li>7.</li> </ol>	<p>D. What is important when...? Deciding whether to apply for a new post</p> <ul style="list-style-type: none"> <li>• Location</li> <li>• Career prospects</li> <li>•</li> <li>•</li> </ul>
<p>E. What is important when....? Recruiting senior staff</p> <ul style="list-style-type: none"> <li>• Recruitment agencies</li> <li>• Financial incentives</li> <li>•</li> <li>•</li> </ul>	<p>F. What is important when...? Organizing an in-house training course</p> <ul style="list-style-type: none"> <li>• Course contents</li> <li>• Participants selected</li> <li>•</li> <li>•</li> </ul>
<p>G. What is important when...? Attending an interview</p> <ul style="list-style-type: none"> <li>• Appearance of applicant</li> <li>• Applicant's knowledge of company</li> <li>•</li> <li>•</li> </ul>	<p>H. What is important when...? Planning market research</p> <ul style="list-style-type: none"> <li>• Types of questions</li> <li>• Type of people</li> <li>•</li> <li>•</li> </ul>
<p>I. What is important when...? Predicting profits</p> <ul style="list-style-type: none"> <li>• Current sales figures</li> <li>• Market trends</li> <li>•</li> </ul>	<p>J. What is important when... ? Deciding whether to obtain a further qualification</p> <ul style="list-style-type: none"> <li>• Time commitment required</li> <li>• Career benefits</li> </ul>

•	•
<p>K. What is important when ...? Placing a newspaper advertisement</p> <ul style="list-style-type: none"> <li>• Newspaper sales figure</li> <li>• Cost of advertising</li> <li>•</li> <li>•</li> </ul>	<p>L. What is important when ...? Considering whether to invest in technology</p> <ul style="list-style-type: none"> <li>• Benefits to the company</li> <li>• Costs involved</li> <li>•</li> <li>•</li> </ul>
<p>M. What is important when...? Attending a business conference</p> <ul style="list-style-type: none"> <li>• Topics</li> <li>• Venue</li> <li>•</li> <li>•</li> </ul>	<p>N. What is important when ...? Working with a new boss</p> <ul style="list-style-type: none"> <li>• Making a good impression</li> <li>• Being friendly to your new boss</li> <li>•</li> <li>•</li> </ul>

## **II. Решение дилеммы (problem solving)**

Время на подготовку — 1 минута

Количество участников — 2

Цель: проверить уровень знаний и умений вести диалог-обсуждение по деловой проблемной тематике, умение доказать свою точку зрения, проверить уровень владения лексико-грамматической базой делового английского языка.

Время тестирования — 3 минуты

A. You work in a busy sales department. Many workers tend to take their time off during the peak holiday season, which can have a negative effect on your department. You have been asked to suggest possible solutions to this problem. Discuss the situation together and decide:

- Whether to discourage employees from taking holidays at the busiest times
- Whether to hire temporary employees to cover for absences
- 

B. The head office of the multinational company you work for has decided to introduce a job exchange scheme for colleagues in different countries. You have been asked to help plan the scheme. Discuss the situation together, and decide:

- What kinds of job would be suitable for the exchange scheme
- What kinds of information colleagues would need to give each other before exchanging jobs
- 

C. Your company heads decided to offer a 2 week experience program for a small group of business students. You have been asked to help with preparations for this program. Discuss the situation together, and decide:

- What kind of work experience should be offered to the students
- What information it would be useful to know about the students and how the participants should be selected
-

D. Your company is planning to produce a short video to promote itself abroad. You have been asked to help plan the contents of the video.

Discuss the situation together, and decide:

- Who the target audience will be, and how to make the video interesting and informative for them
- Which aspects of the company you will need to include on the video
- 

E. Your company would like to introduce a newsletter to send to its customers regularly. You have been asked to co-ordinate the project.

Discuss the situation together, and decide:

- What kind of articles and information should be included in the newsletter
- What the newsletter should look like and how often it should be produced

F. A group of business people from a foreign trade delegation are visiting your company next month.

You have been asked to help prepare a program of activities for the visitors.

Discuss the situation together, and decide:

- What kind of activities would be suitable for the visitors
- How to entertain the visitors outside working hours
- 

G. Your company is organizing a conference for the sales managers working in its offices around the world.

You have been asked to help plan the conference:

Discuss the situation together and decide:

- What information you will need to send to the sales managers before the conferences
- What activities you could organize to help people to get to know each other better
- 
- 

### **КЕЙС МЕТОД (АНАЛИЗ КОНКРЕТНОЙ СИТУАЦИИ)**

Цели кейс-метода состоят в следующем:

1. активизация студентов, что, в свою очередь, повышает эффективность профессионального обучения; повышению мотивации к учебному процессу;
2. приобретение навыков анализа различных профессиональных ситуаций;
3. отработка умений работы с информацией, в том числе умения затребовать дополнительную информацию, необходимую для уточнения ситуации;
3. моделирование решений, представление различных планов действий;
4. приобретение навыков принятия наиболее эффективного решения на основе коллективного анализа ситуации;
5. приобретение навыков четкого и точного изложения собственной позиции в устной и письменной форме, защиты собственной точки зрения;
6. приобретение навыков критического оценивания различных точек зрения, самоанализа, самоконтроля и самооценки.

Кейс-задание, как проблемное задание, в котором обучающемуся предлагают осмыслить реальную профессионально-ориентированную ситуацию, необходимую



для решения данной проблемы, может быть использовано на занятии и как задание для самостоятельной работы.

### Образцы Кейсов — проблемных ситуаций

Время на подготовку 15-20 минут

#### **1. Raiding Customer Assets at MF Global: Who Was Responsible?**

The Commodity Futures Trading Commission recently filed a complaint against Jon Corzine, CEO of MF Global, charging him with directing one of his mid-level managers, Edith O'Brien, to transfer millions of dollars of customer assets to cover a bank overdraft that threatened to sink the firm. If he did so, the former head of Goldman Sachs, U.S. Senator, and governor of New Jersey broke the law. However, Corzine's lawyer claims his client is not guilty as charged because "it never dawned on" him that when he, the boss, approached his subordinate with a subtle request to "find" \$175 million that that call would cause her to "violate the golden rule" of protecting customer assets.

Corzine faced a dilemma: his bold efforts to transform MF Global—"a plain vanilla commodities firm"—into a full-blown investment bank a la Goldman, would collapse if it didn't quickly deal with overdrawn accounts at JPMorgan Chase, the firm's principle bank, which was threatening to stop doing business with MF Global. Moreover, Corzine's lawyer says that Corzine "never directed Ms. O'Brien or anyone else regarding which account should be used to cure the overdrafts, and he never directed that customer funds should be used for that purpose. Nor was he informed that customer funds had been used for that purpose."

O'Brien, a life-long middle manager, does not dispute the fact that Corzine never explicitly ordered her to take the funds from customer accounts. She seems to admit that she knew what she was doing was wrong, but she had no choice because customer accounts were "the only place where we had the \$175 million" needed to cover the overdraft. MF Global has subsequently declared bankruptcy.

Questions:

Did Corzine act appropriately? How would you characterize his behavior legally, ethically, and managerially? What other choices did he have?

Did Ms. O'Brien behave appropriately? Realistically, what other choices did she have?

Should the actions of either Corzine or O'Brien (or both or neither) be considered criminally negligent? Unethical? Bad judgment? Other?

What role should (or might have) the firm's Ethics and Compliance Officer played in this drama?

#### **2. Caught in the Middle: Where Does Your Loyalty Lie?**

Cindy recently graduated from Santa Clara University and was working in a sales position in a growing tech company. She worked very closely with her team and had a good rapport with them. She was the only woman on the team, but she still felt at ease with her colleagues. Part of her job involved traveling across the country and going to meetings and events outside of work with her team and other sales people from different organizations.

During certain non-customer, internal events, she noticed that some of her married co-workers were bringing women other than their wives. Although she was uncomfortable with the situation, she wanted to keep her distance so as not to become too directly involved with her co-workers and their personal decisions. She had knowledge of what was going on but didn't think it was her place to intervene.

One day, at an office party, the wife of one of her co-workers approached her. She wanted to know exactly what was going on during these trips. Cindy was frustrated to be put in this situation by her co-workers and she didn't know what to say. Should she put herself in the middle of a coworker's marriage and tell the truth about the situation? Is there another option? She didn't want to damage the team and be looked at as an outsider. She knew that she was not involved at all in these behaviors, but she still felt very uneasy about the situation.

How should Cindy react in this situation? Is it Cindy's place to step in and say anything, or should she stay out of the situation all together? With so many different loyalties, between her co-worker, her own values, her co-worker's wife, and her job, what is most important in this situation?

#### **3. When Extra Attention Crosses the Line**

Annie has been recently hired full time at a major tech company where she interned for two summers

during her college career. Annie loves her job and has established many strong relationships with her co-workers over the time she has worked there. The company encourages the interns and new hires to interact with VPs and upper management in order to create an open and friendly atmosphere.

During her time as an intern, Annie began to notice that one of the VPs paid her extra attention. When he was around he would always make an extra effort to stop by Annie's cubicle and chat: something he did not do with any of the other interns. He reached out to her over social networking sites and even invited her to a gathering at his house. Some of her co-workers began to make offhand comments to Annie about the extra attention.

Now that she was in a full time position, Annie began to dread that she would soon have to work with this VP directly. While he has not done or said anything explicitly inappropriate, the extra attention—and the fact that her co-workers noticed it—made her very uncomfortable and undermined her concentration on work. When she was hired, she was told that she should always speak to her manager if she was uncomfortable or had issues with the work environment. While at the same time, she is afraid to come across like a tattletale since the VP hasn't explicitly done anything wrong.

What course of action should Annie take?

#### **4. Cooking the Books: Stretching the Principles of Revenue Recognition**

John is CFO at a venture-backed tech startup with revenues of \$20 million and approximately 80 employees. He's worked at the company for several years, and now reports to Ralph, the company's newly hired CEO.

The company had been doing really well, but recently big customers have been placing fewer orders and Ralph is feeling pressure to show growth. This pressure is amplified because the company is venture-backed, and the investors expect results. While the company did well in the first round of funding, if they don't perform now, they may have trouble with gaining sufficient funding in the second round, which could mean the end of the company.

All of this was on John's mind when Ralph came to him about recording a major order that was still under negotiation. The deal had not gone through, although both parties expected to complete the deal in the next week. With the current quarter ending in the next few days, including this order would give a significant boost to the company's financial reports. Nonetheless, under the generally accepted accounting principles (GAAP), it is clear that this order does not qualify as revenue.

Even so, Ralph was adamant about John booking the order, which could make all the difference in the company's ability to stay afloat. John knew that doing so would constitute fraud; particularly because the Sarbanes Oxley Act requires the CEO and CFO to sign off on all quarterly reports. At the same time, John knew that this order could make all the difference.

What should John do?

#### **5. Fraudulent Reporting: A Case in Accounting Ethics**

After majoring in accounting at Santa Clara University, Scott was hired as an associate auditor for a Bay Area accounting firm. He is currently auditing a local company's financial statements, a project he's been working on for about two months. The senior associate responsible for tracking billable hours has been pressuring Scott and other associates to report fewer hours than they actually worked. The senior associate would appear more successful if his team reported fewer hours, and the firm would also be better positioned to win similar contracts in the future. Scott is salaried, so billable hours don't affect his compensation directly. However, he knows that underreporting billable hours is against company policy.

In accounting firms, offering low billable hours is attractive to potential customers, as the bid with the lowest overall cost will get the business. At the start of any bid, the client agrees to pay a fee for the company's services, including all staff time. If the employees report fewer hours, the company looks more attractive and will more likely get the contract.

Pressure to report fewer billable hours comes from the "utilization metric" used to determine how efficiently an employee is working. Employees who report fewer hours than their peers will be seen as more efficient, due to a higher utilization rate. Scott remembers a case where one of his colleagues was promoted, partially because of his extremely high utilization rate. He knows that if he were to clock all of his actual hours worked, he would be at a disadvantage for the year-end performance review.

If Scott decides to clock all his billable hours per company policy, he risks losing the competitive

edge with his colleagues, nearly all of which participate in under billing. Scott is uncomfortable with the practice, but fears his options are limited.

What should Scott Do?

### **6. Bank Fraud: A Case In Accounting Ethics**

Joe Mann, a senior consultant, was working with a small company that created capital equipment for semiconductor manufacturers such as Intel. The company's products were quickly becoming obsolete, and the management had taken on a considerable amount of debt. As the semiconductor market stalled in 1985-1986, there was not a significant need for new production equipment, and the future looked grim for the company.

Joe and his partner proposed a new add-on for existing systems, which they hoped could help rejuvenate sales. The consulting team acknowledged that the company had a cash flow problem, and agreed to take a minimal fee upfront for the design, and royalties from product sales thereafter. The consultants designed and tested the equipment themselves, and eventually the new product had all the makings of a smash hit for the struggling company.

One day, Joe entered the company's warehouse to do final testing on his products, only to find that a series of partially assembled, untested systems were ready to be shipped out. When he investigated further, a worker told him: "We're only shipping it to the inventory facility so we can use it as collateral for an asset based loan. We'll ship the products back after we get the loan."

Joe was genuinely concerned that company's shipping practice was an instance of bank fraud. But at the same time, his future success was intertwined with the company with his future royalty earnings being dependent on the company succeeding.

What should Joe do?

### **7. Startup Fundraising: In the Name of the Greater Good?**

Ian is Founder and CEO of a non-profit organization that helps low-income high school students prepare for higher education. He founded the organization shortly after college, and it is currently on the cusp of a major breakthrough. But like many nonprofits, the funding necessary to fuel that growth is lacking. Ian's organization is applying to a research foundation that could promise millions of dollars in funding. However, before Ian can apply, the foundation requires a formal evaluation of the group's organizational success, which must be conducted by a third party.

The foundation requires one of the following experiments:

1) Randomized control experiment: This type of experiment is the most scientifically valid because it allows the greatest reliability of statistical estimates of treatment effects. In the case of Ian's organization, half of a group of eligible students would be randomly selected to do the college prep program while the other half not do the program but would still be tracked. If Ian selects this method, his group would receive significantly more funding because the method is more "scientifically valid." On the other hand, this poses an ethical dilemma because it would involve actively withholding services from half of the eligible students who would otherwise be selected.

2) Quasi experiment: This type of experiment is an observation-based study that measures the causal impact of an intervention on a target population. It does not require random assignment of students into treatment and control groups. All the students at a partner school would be admitted to the program, and the experiment results and statistics would be compared to historical averages of the school district, mitigating the ethical concerns raised in the randomized control experiment. However, if Ian selects this option, there will be less funding available for the program, negatively affecting the number of students that the program can reach in the future.

What should Ian do?

### **8. Cultural Barriers: When Equality Compromises Efficiency**

Ralph was a sales representative of a small but fast-growing mobile and social advertising platform. Working directly with the co-founder, Mike, Ralph was responsible for door-to-door sales, pitching the company's platform that helped clients gain a virtual following of customers.

The business owners in the area often spoke English as a second language, making clear communication between the two parties a key concern for Ralph.

On one sales call, Ralph approached a small hair salon and secured a contract along with a \$100

signup fee. However, the situation soon turned sour, as the hairdresser was furious after learning that she would have to operate the online platform herself, as opposed to the full service deal she thought she had signed.

Mike, Ralph's boss, now found himself stuck in tough situation. Ralph claimed that he was blatantly clear what the contract was offering, though mentioned communication was strained due to the language barrier. Under the company's philosophy of putting the customer first, Mike refunded the \$100 signup fee and voided the contract.

This was not the first time Mike had to refund a contract under these conditions, causing Mike to revisit both the contract and Ralph's sales pitch to ensure that the language was as clear as possible. After this incident, it was clear that adjustments have not made an impact, and the company continued to lose money on negated contracts and time wasted not pursuing interested customers. Mike began to consider redrawing their target areas away from those where English is not the predominantly spoken language, but is concerned that would be an injustice to those potential customers.

Should Mike make the decision to work only with English-speaking customers? Is that an ethical solution? Are there any alternatives?

### **9.Startup Management: Friend or Liability?**

Edward is CEO of a nonprofit startup. He hired Charlie, a high school friend, last summer, to stabilize the company while Edward finished his degree. Charlie is from a prominent family, with a powerful network that has raised a large amount of money for Edward's nonprofit. Both Edward and Charlie are committed to the mission of helping low-income students go to college, and with this shared vision they get along well.

Although Charlie is great at strategy formulation, Edward finds that he is poor at executing plans and taking action. Now that Edward is graduating, he wants to take the nonprofit to the next level, but is concerned about Charlie's lack of execution will hold the company back. On the other hand, Charlie made a major contribution keeping the company afloat the past year, in addition to his family's contributions, not to mention the two have been friends for some time now.

What should Edward do?

### **10. Unchartered Territory: When Innovation Outpaces Regulation**

David Johnson holds a major leadership position within an established biotechnology firm. The firm has successfully pursued wildly innovative research utilizing DNA that has pushed the boundaries of science. Many potential clients – from universities and medical centers to private institutions – expressed a strong interest in the company's technology. Knowing that this technology was both powerful and relatively unregulated by the government, both Johnson and the company were keen to monitor who they sold their products to.

The company's solution was to investigate potential clients and only sell to those who demonstrated “bona fide use,” i.e. a legitimate use that would be carried out in good faith. However, determining what was and was not bona fide use proved to be tricky. Some researchers wanted to use the technology to investigate the genes of specific ethnic groups in order to understand common genetic diseases within that group. While this particular project was intended to benefit people, the company was concerned about how that information could potentially be used in the future, not to mention the company's culpability for that use given that its technology was used in the research.

The company was concerned that the kind of information the potential customer would have access to could be used to discriminate against people with certain genetic markers, particularly by insurance companies looking to increase rates for clients at a higher risk for illness. At the same time, the investors of the biotech firm expect a return, given the high costs of research and development as well as the amount of risk they took on funding the project.

Does the firm have an obligation to self-regulate their product? Are their “bona-fide use” standards sufficient?

### **11. Quality Management: Signing Off on a Substandard Product**

Lauren's first job after graduation from Santa Clara University was working as a quality engineer with a highly respected technology company. She had to monitor the manufacturing process and make sure that all products met customer specifications. Just three months into her position, the company booked a

very large deal with a strategic customer, helping establish the company's dominance in the industry.

Specifically, Lauren's company was designing a device that would be integrated into another company's product. The customer contracted out this work because they were experiencing rapid growth and cannot meet demand otherwise. They picked Lauren's company because of its good reputation and fast turnaround time. Lauren's role was to test the new device and make sure it met technical and environmental specifications, particularly functionality under extreme conditions, such as high humidity.

The test results showed that the products did not meet the quality standards agreed upon, but only by a very small margin. Her general manager instructed her to push it through anyway, stating that the risk of failure was not great enough to delay mass production. Moreover, the likelihood of the product ever being placed in such extreme situations was so small that the manager did not feel jeopardizing the contract was worth it.

Lauren spoke to her immediate boss, who worked under her general manager, and he also advocated pushing the product through to production. She was faced with the choice of ignoring company protocols or going against management. Sweeping the problem under the rug would require Lauren to sign off on a report that she knew to be fraudulent. She also knew that if she went to upper management her working relationships with her immediate bosses would be strained, maybe even preventing her success in the company. Not to mention, the company would have to delay production and possibly lose the contract.

What should Lauren Do?

#### 11. Quality or Quantity: When Incentives Don't Match Your Values

Frank, a recent Santa Clara University graduate, recently landed a sales job for a Silicon Valley tech company. He is part of a team that qualifies sales opportunities. After talking to potential customers, Frank decides whether or not they are quality leads. If they are, he refers them to an account executive (AE) to close the deal, saving the company precious time in money in avoiding low probability contracts. If not, he will not pass them on and the sales opportunity is not pursued. Account executives expect prescreening of potential leads in order to maximize their time. Each referral Frank passes to the AE is added to a tally that counts toward his target monthly total, and there is a monetary bonus for all sales staff members who reach their monthly quota.

This creates some controversy among Frank's team members, who are faced with conflicting incentives; pass on low quality leads to hit your quota, or focus on quality and risk missing the monthly target. The pressure to "hit your number" comes from both the monetary incentive and management, who benefit when their sales team hits their quotas. To further complicate matters, since each sales representative self-reports how many leads they passed along, they can inflate their numbers in order to reach the monthly target goal: a common occurrence among Frank's coworkers.

As Frank tries to adjust to his new job, he is finding it difficult to balance his own moral compass with the pressure of hitting his monthly number.

How would you handle the dilemma between hitting the quota and submitting quality work you stand behind? What factors would weigh into your decision? What solutions would best solve this dilemma?

### **КЕЙСЫ ДЛЯ ДОМАШНЕЙ САМОСТОЯТЕЛЬНОЙ РАБОТЫ**

#### **1.Scandal at Satyam: Truth, Lies and Corporate Governance**

When terrorists attacked Mumbai last year, the media called it "India's 9/11." That tragedy has been succeeded by another that has been dubbed "India's Enron." In one of the the biggest frauds in India's corporate history, B. Ramalinga Raju, founder and CEO of Satyam Computers, India's fourth-largest IT services firm, announced on January 7 that his company had been falsifying its accounts for years, overstating revenues and inflating profits by \$1 billion. Ironically, Satyam means "truth" in Sanskrit, but Raju's admission -- accompanied by his resignation -- shows the company had been feeding investors, shareholders, clients and employees a steady diet of **asatyam** (or untruth), at least regarding its financial performance.

Raju's departure was followed by the resignation of Srinivas Vadlamani, Satyam's chief financial officer, and the appointment of Ram Mynampati as the interim CEO. In a press conference held in Hyderabad on January 8, Mynampati told reporters that the company's cash position was "not encouraging" and that "our only aim at this time is to ensure that the business continues." A day later, media reports noted that Raju and his brother Rama (also a Satyam co-founder) had been arrested -- and the government of India

disbanded Satyam's board. Though control of the company will pass into the hands of a new board, the government stopped short of a bailout -- it has not offered Satyam any funds. Meanwhile, a team of auditors from the Securities and Exchange Board of India (SEBI), which regulates Indian public companies, has begun an investigation into the fraud. Since Satyam's stocks or American Depository Receipts (ADRs) are listed on the Bombay Stock Exchange as well as the New York Stock Exchange, international regulators could swing into action if they believe U.S. laws have been broken. At least two U.S. law firms have filed class-action lawsuits against Satyam, but given the company's precarious finances, it is unclear how much money investors will be able to recover.

According to experts from Wharton and elsewhere, the Satyam debacle will have an enormous impact on India's business scene over the coming months. The possible disappearance of a top IT services and outsourcing giant will reshape India's IT landscape. Satyam could possibly be sold -- in fact, it had engaged Merrill Lynch to explore "strategic options," but the investment bank has withdrawn following the disclosure about the fraud. It is widely believed that rivals such as HCL, Wipro and TCS could cherry pick the best clients and employees, effectively hollowing out Satyam. Another possible impact could be on the trend of outsourcing to India, since India's IT firms handle sensitive financial information for some of the world's largest enterprises. The most significant questions, however, will be asked about corporate governance in India, and whether other companies could follow Satyam's Raju in revealing skeletons in their own closets.

### **“Riding a Tiger”**

Raju was compelled to admit to the fraud following an aborted attempt to have Satyam invest \$1.6 billion in Maytas Properties and Maytas Infrastructure ("Maytas" is Satyam spelled backwards) -- two firms promoted and controlled by his family members. On December 16, Satyam's board cleared the investment, sparking a negative reaction by investors, who pummeled its stock on the New York Stock Exchange and Nasdaq. The board hurriedly reconvened the same day and called off the proposed investment.

The matter didn't die there, as Raju may have hoped. In the next 48 hours, resignations streamed in from Satyam's non-executive director and Harvard professor of business administration Krishna Palepu and three independent directors -- Mangalam Srinivasan, a management consultant and advisor to Harvard's Kennedy School of Government; Vinod Dham, called the "father of the Pentium chip" and now executive managing director of NEA Indo-US Ventures in Santa Clara, Calif.; and M. Rammohan Rao, the dean of the Indian School of Business in Hyderabad (ISB). Rao had chaired both December 16 board meetings. On January 8, he resigned his position as the ISB dean. In a letter to the ISB community, he explained: "Unfortunately, yesterday's shocking revelations, of which I had absolutely no prior knowledge, mean that we are far from seeing the end of the controversy surrounding Satyam Computers. My continued concern and preoccupation with the evolving situation are impacting my role as dean of ISB at a critical time for the school. Given that my term with ISB anyway ends in a few months, I think that this is an appropriate time for me to step down."

Resigning as Satyam's chairman and CEO, Raju said in a letter addressed to his board, the stock exchanges and the market regulator Securities & Exchange Board of India (SEBI) that Satyam's profits were inflated over several years to "unmanageable proportions" and that it was forced to carry more assets and resources than its real operations justified. He took sole responsibility for those acts. "It was like riding a tiger, not knowing how to get off without being eaten," he said. "The aborted Maytas acquisition was the last attempt to fill the fictitious assets with real ones."

Specifically, Raju acknowledged that Satyam's balance sheet included Rs. 7,136 crore (nearly \$1.5 billion) in non-existent cash and bank balances, accrued interest and misstatements. It had also inflated its 2008 second quarter revenues by Rs. 588 crore (\$122 million) to Rs. 2,700 crore (\$563 million), and actual operating margins were less than a tenth of the stated Rs. 649 crore (\$135 million).

Satyam's auditor PricewaterhouseCoopers issued a terse statement: "Over the last two days, there have been media reports with regard to alleged irregularities in the accounts of Satyam.... Price Waterhouse are the statutory auditors of Satyam. The audits were conducted by Price Waterhouse in accordance with applicable auditing standards and were supported by appropriate audit evidence. Given our obligations for client confidentiality, it is not possible for us to comment upon the alleged irregularities. Price Waterhouse will fully meet its obligations to cooperate with the regulators and others."

### **Impact on 'Brand India'**

The outrage over Raju's admission of systematic accounting fraud has broadened to wider concern about the potential damage to India's appeal for foreign investors and the IT services industry in particular. Immediately following Raju's confession, Satyam's shareholders took a direct hit as the company's share price crashed 77% to Rs. 30 (approximately 60 cents), a far cry from its 52-week high of Rs. 544 (\$11.35) last May.

"If there were one or two more such accounting scandals in the next six months, it would make international investors more wary," says Wharton management professor Michael Useem. "One example would put people on guard; several examples would be enough to tell big investment money managers that they have to be especially careful working in that environment."

Jitendra Singh, a Wharton management professor who is currently dean of the Nanyang Business School in Singapore, believes Satyam is an "outlier" and that there is no reason to think that "problems of this kind may be much more extensive than one company or a handful of companies." However, he adds, "foreign investors will look a little more askance at accounting data from India. And that may not be a bad thing."

Useem also warns against overreacting. "Don't assume other firms are guilty," he says. But he considers the situation to be an "alerting call" for investors to check where their money is, and for auditors and independent directors in all major firms to take a look at the books.

Corporate India has tried to contain the damage so far. Rajeev Chandrasekhar, president of the Federation of Indian Chambers of Commerce and Industry, called upon regulators "to move quickly to demonstrate that this is an exceptional case among corporations, and that investors need not worry about Indian corporate governance and accounting standards." Suresh Surana, founder of RSM Astute Consulting Group, said in a statement that the Satyam development is "a major eye opener and will bring into renewed and critical focus the role of independent directors, auditors, company management, [the] CFO and other key persons involved."

"When you have companies that are ostensibly growing their top lines at 30%, 40% or 50%, it is possible to paper over things," Singh says. "Satyam was doing it by boosting sales and profits; Bernie Madoff was doing it by boosting rates of return. When growth rates slow down, you are unable to hide the financial reality of how much cash you actually have. It is possible that during this slowdown period, more scandals will come to light." (U.S. financier Madoff last month admitted to running a \$50 billion Ponzi scheme to keep his hedge fund afloat.)

Singh adds that companies with "the bluest of blue-chip reputations [such as] Infosys and TCS" could actually gain in the current environment, because of a potential "flight to quality" among client companies. "The third-tier and weaker companies will probably undergo a lot more scrutiny," he says.

According to Ravi Aron, senior fellow at the Mack Center for Technological Innovation at Wharton, the Satyam fallout could affect India's IT offshoring and outsourcing firms in several ways. An immediate impact could be skepticism on the part of clients about whether Indian IT firms can be entrusted with sensitive financial information. "Clients could begin to ask, 'How much do I know about this IT company and its governance?'" says Aron. "Is the IT service provider doing anything that could jeopardize the client's compliance with FASB, Sarbanes Oxley, Basel II or other financial regulations?"

Aron recommends that before other IT companies get blackballed because of Satyam's problems, "they should act swiftly to demonstrate that their own operations are squeaky clean." Indian IT companies have always had exceptionally high standards of accounting, and they should ensure that they do not face any spillover effect, he adds. This has already begun to happen. On the day that Raju came clean, N. R. Narayana Murthy, chief mentor at Infosys, was on Indian television -- distancing Infosys and the rest of the IT industry from Satyam's practices. Similarly, Vineet Nayar, CEO of HCL, e-mailed a personal letter to the company's clients and associates. Describing Satyam's disclosures as "unfortunate," the letter added that Nayar would "reaffirm our commitment that we [will] focus on creating value for our customers with the same passion that we have demonstrated in the past while maintaining the highest ethical and governance standards."

Mauro Guillen, a Wharton management professor who has studied corporate governance in emerging economies, believes that Indian business has an advantage in arguing that the problem is limited

to Satyam and is not systemic. "India is not perceived like Russia -- it is neither everyone's darling nor the plague," he says. "This works to the country's advantage because it deflects the blame of such occurrences to the way governance works in emerging economies rather than to India. What regulators in India need to do in response to Satyam is to find out quickly if other companies have been doing similar things. The proper response is to deal with and defuse the problem as soon as possible."

Guillen notes that what makes Satyam's case unusual is that it had listed its ADRs on the NYSE. "Companies in emerging economies have trouble raising capital at low costs. The literature shows that is the reason they want to list in the U.S., where they accept a higher level of governance in order to raise capital at a lower cost. The fact that Satyam listed its ADRs in the U.S. but still had such serious governance problems makes this case particularly disturbing."

Guillen adds, though, that India has several well-regarded IT companies. "If one or two of them don't make the grade, it should not shake investor confidence. It shows that investing in emerging markets is risky. Investors always balance risks and rewards. If the IT sector in India continues to remain competitive, the Satyam episode will just be a footnote in India's business story. If the sector becomes uncompetitive, then that would create a serious problem."

Saikat Chaudhuri, a management professor at Wharton, believes the Satyam episode reveals that the pressure on companies to maintain their financial performance is immense. "Satyam always wanted to keep up with the Big Three of Indian IT companies -- TCS, Infosys and Wipro," he notes. "At a time when the IT industry was booming and companies were growing rapidly, it was easy for Satyam to argue that the company was doing well and that it had good governance." The involvement of the board, Chaudhuri adds, was at the "strategic level; in companies like Satyam, it is the owner/promoter/founder who runs the show. It has to do with the ownership structure." In Chaudhuri's view, auditors such as PricewaterhouseCoopers, who signed off on the bogus accounts at Satyam, have a lot more to answer for than the board of directors. "This is a serious lapse on their part. They should have probed."

Chaudhuri's advice to other Indian IT firms is to distance themselves from the Satyam fallout through prompt action. "Honesty and transparency will alleviate investor concerns," he says. "I don't believe the sector will come crashing down. Perhaps Indian IT companies will face more scrutiny in the coming months; they may have to answer a few more questions, but India Inc. will pull through." NASSCOM, the National Association of Software and Services Companies, could play a role in helping communicate that "the Satyam episode, though it shocked everyone, is an isolated instance," he adds.

### **WorldCom and Tyco, Again**

Useem says that if one were to take an inference from recent high-profile scandals outside of India, "there would be a redoubled effort [in India] on the part of investors and independent directors at other companies to ensure that nothing like what happened at Satyam happens under their noses."

Useem draws a parallel between what occurred at Satyam with the scandals at WorldCom and Tyco, rather than at Enron. "At WorldCom, the CFO and the CEO were knowingly misstating the accounting and financials of the firm; at Tyco, the CEO and the CFO were knowingly taking money from the company for personal purposes," he says. "Satyam's disaster has a parallel to these acts of malfeasance."

Useem recalls the CEO and promoter of a Chinese solar panel company who "wanted his company to be extremely well governed" and therefore listed it on the New York Stock Exchange. "He wanted a great board of directors and thus listed the company fully on the NYSE -- not as an ADR -- for the sole purpose ... of forcing himself to be disciplined in the governance policies his company pursues."

If it survives, Satyam may be able to redeem itself with new management and governance codes, Useem says. He recalls working as a consultant a couple of years ago with Tyco, where the company's new CEO Ed Breen systematically went about cleaning up after the departure of disgraced CEO Dennis Kozlowski, instituting strong corporate governance practices. Tyco is one of the best examples of a corporate governance turnaround, Useem notes.

Singh adds that the Satyam scandal doesn't necessarily warrant more regulation. "There is no need to strengthen corporate governance regulations [in India]," he says. "The issue is really more one of leadership at the board level. The tone gets set by the chairman of the board; it's much more a matter of culture within the board room, of the group dynamics within the board."

### **Truth in Numbers**



Notwithstanding Raju's confession, the Satyam episode has brought into sharp relief the role and efficacy of independent directors. SEBI requires Indian publicly held companies to ensure that independent directors make up at least half their board strength.

The knowledge available to independent directors and even audit committee members is inherently limited to prevent willful withholding of crucial information, Singh notes. "The reality is, at the end of the day, even as an audit committee member or as an independent director, I would have to rely on what the management was presenting to me," he says, drawing upon his experience as an independent director and audit committee member at Fedders, a publicly held company in the U.S. that filed for bankruptcy last year. "It is the auditors' job to see if the numbers presented are accurate."

Singh says he drew "a level of confidence" from the accounting rigor and governance mechanisms at Infosys, where he was an independent director from 2000 to 2003. He recalls how T.V. Mohandas Pai, the company's then-chief financial officer (now a director overseeing human resources) "would take so much time going into accounting details."

Even if outside directors were unaware of the true state of Satyam's finances, some red flags should have been obvious. According to Aron, Satyam is one of the world's largest implementers of SAP systems. In an effort to compete against Satyam, HCL recently acquired Axon, an SAP consulting firm, at a cost of \$800 million. Aron notes that any Satyam director should have been puzzled that the company was proposing to invest \$1.6 billion in real estate at a time when a competitor as formidable as HCL was gunning for one of its most lucrative markets. "IT is a highly capital-intensive business, especially in India," says Aron. "What on earth would compel Satyam to invest \$1.6 billion in real estate at a time when competition with HCL was about to grow more intense? That is what the directors should have been asking." Instead, he adds, like the dog that didn't bark in the Sherlock Holmes story, the matter was allowed to slide.

How effective independent directors can be is mainly a factor of the "dynamics inside the board room once the doors are closed," according to Singh. "There is an attitude in some Indian companies that the board members actually work for the people who have brought them onto the board. This is a completely misguided attitude. It looks like this may have been a problem at Satyam.... The real strength of a healthy board is when a consensus gets overturned by a dissenting view."

Even if the proposed investment in the two Maytas firms appeared to be ethical on first sight, Singh notes that he would have expected the independent directors to be extra careful. "Given the fact that there is a family connection involved, as an independent board member I would be looking very hard at whether this is the right decision for the company," he says. "Also, quite aside from issues of governance, everything we know about unrelated diversification [deals] from management literature is that, as a general matter, they are not a good idea; they don't seem to make strategic sense."

### **Independent Defectors**

Useem wonders if the Satyam directors who resigned actually did the right thing. "The leadership dictum is that you need to stay the course, stay in the game, face the problem and solve the problem," he says. "Did the four directors who resigned have an option of banding together, staying on the board and changing governance?" Useem adds that "it is often very hard to stay the course. I am empathetic with people who have difficulty [making that decision]."

Media reports quoted former independent director Srinivasan as saying she accepted "moral responsibility" for failing to cast a dissenting vote on the Maytas proposal. Some of the other directors who resigned have cited difficulties in attending frequent board meetings. Useem says it can indeed prove challenging for independent directors to go through reams of documents and attend frequent board meetings that companies in distress typically have.

In a written response to Knowledge@Wharton, Palepu, Satyam's former non-executive director, stated that he was not present at the board meetings where the Maytas investment proposals were discussed. "As a result, under Indian law, I was not eligible to vote on the proposals," he said. Palepu earned nearly Rs. 1 crore (about \$200,000) from Satyam in 2007, according to regulatory filings, most of it for rendering "professional services." He declined comment, but those services were essentially leadership development and consulting for Satyam's top management, according to Archana Muthappa, the company's head of media relations.

SEBI and India's registrar of companies have launched an investigation into Satyam. Citing the

Indian Securities Contract Regulation Act of 1956, a report in The Economic Times says SEBI is empowered to award penalties of up to Rs. 25 crore and imprisonment of up to 10 years to directors and management executives "for violating the listing agreement by making false and inaccurate disclosures in the company's quarterly and annual results."

Singh says it is important to remember who the ultimate victims are in cases like Satyam. "This is a real tragedy; the people who will be left holding the bag will be the shareholders."

Even as Raju is widely blamed for unleashing "India's Enron," Chaudhuri points to a major difference between Enron and Satyam. "At Enron, the CEO stonewalled, while whistle-blowers came out with the truth," he says. "At Satyam, there were no whistle-blowers. The CEO blew the whistle on himself." In that sense, Raju did -- ultimately -- tell the truth and perhaps live up to the "Satyam" name. Unfortunately for him, the company, and India's IT industry, by then it was much too late.

## **2. Rethinking Domino's Expansion Plan**

In May 2011, Pavan Bhatia, CEO, Domino's Pizza India Ltd. (Domino's) stepped down from his post. Earlier, in March 2011, at a board meeting, Domino's top management concluded that 'Pavan Bhatia's performance during his 18-month tenure was not up to the mark.' The board felt that Pavan Bhatia had initiated an expansion strategy that was 'reckless and not properly thought out.' However, many analysts did not agree with the board's conclusion. They felt that the board was not considering the possible long-term benefits of Pavan Bhatia's strategy.

During March 2010-January 2011, Pavan Bhatia opened Domino's outlets in small towns and cities. Pizza consumption in these places was very low. Analysts felt that even those willing to opt for the product found the price unacceptable.

The cost per meal was too high. In September 2011, due to low footfalls and lower volumes, Hari Bhartia planned to shut down Domino's outlets not only in some small cities but also a delivery outlet in the wealthy Gujranwala Town in North Delhi. One of the two outlets in Ludhiana was also planned to be shut down. Domino's Pizza India Ltd. was the Indian franchisee of Domino's Pizza Inc. Domino's, Inc. which entered into a franchisee agreement with Vam Hari Bhartia Corp.

### **Sky is the Limit**

In November 2009, Pavan Bhatia took over as the CEO of Domino's. He seemed to be very ambitious and wanted to make Domino's the largest fast-food chain in India. Pavan Bhatia went about opening Domino's outlets across the country. The number of outlets multiplied four fold to 100 between March 2010 and January 2011. It was the fastest growth Domino's had in any of the 63 countries it operated in. From an average of four stores every year in its first four years of operation, Domino's expanded to more than 100 outlets in 10 months across 30 cities. Domino's entered into an agreement with a real estate consultant CB Richard Ellis to help with locations, conduct feasibility studies, and manage the construction.

CB Richards not only managed to take care of all these hassles but also furnished the outlets. Domino's also opened outlets at large corporate offices, cinema halls and university campuses. In early 2010, Domino's had opened an outlet at the corporate office of Infosys, Bangalore, which was very successful. It also had outlets at cinema halls – PVR in Delhi, Rex in Bangalore, and New Empire in Kolkata.

Pavan Bhatia wanted quantum growth and felt that Domino's needed to tie up with airports, railway stations and petrol pump stations. Incidentally, CB Richards was already working with oil companies, advising them on how to go about making their petrol pumps ready for competition once private players came in. CB Richards made a recommendation to Indian Oil Corporation (IOC) to let Domino's operate in its petrol pump premises.

In December 2010, Domino's entered into an agreement with IOC to provide food products at the latter's 7,500 outlets across the country. In early 2011, Pavan Bhatia signed an agreement with Steve Forte, CEO, Jet Airways, to launch their 'ultimate deep dish,' and 'sweetie pie' products on Jet Airways flights. Pavan Bhatia said, "For Domino's, sky is the limit. We like to deliver hot, fresh pizzas everywhere, anytime. This tie-up with Jet Airways takes our commitment to customers on the move even a step further."

By March 2011, Pizza Hut had 20 outlets. In the same month, Pizza Hut announced its plan of opening 30 more outlets in India by 2011 end, through franchisee route. By March 2011, Pizza Hut had 13,000 outlets across 90 countries.

### **What Went Wrong?**

Domino's officials felt that there was nothing wrong with increasing the number of outlets. However, analysts felt that the growth had taken place on a business model that was not able to support it. Unlike other fast-food chains, Domino's operated on company-owned outlets basis, rather than franchisee route or a mix of both. Domino's officials argued that this ensured quality and the ability to deliver on time, as the company promised.

But this also meant that Domino's had to invest a huge amount in real estate and equipment for each of the new outlets. There were also other overheads such as salaries, keeping inventories, and huge marketing expenses to attract consumers. To earn a return on these investments, sales in each new outlet had to reach a viable level quickly. Or else, the operation could soon become unviable. It also meant that profitable outlets would end up subsidizing the non-profitable ones. Location of the outlet was an important determinant of profits. Analysts felt that, in its race to dominate the pizza business, Domino's took some wrong steps.

The outlets would run into losses, if it was not met. According to reports, three of the six outlets in Sri Lanka were under-performing. Analysts felt that Pavan Bhatia believed in spending money to create hype about the brand. For instance, Domino's opened 15 outlets on a single day in early 2010.

And, as it was customary to have outlets inaugurated by film stars, Domino's spent in the range of Rs.0.3-0.5 million on each film star to inaugurate one outlet. He also initiated an all-India brand-building exercise. Besides TV campaigns, the exercise included the installation of a unique, single toll-free number to order pizzas.

The number ensured that the call would be diverted to the nearest Domino's outlet and the customer didn't have to remember numbers of specific outlets. Analysts felt that the combination of national advertising and the single toll-free number led to discontent amongst customers who were attracted to dial, but discovered that no outlet existed in their city or town. Many analysts argued that the toll-free number would have worked if Domino's had 1000 outlets. Also, the all-India campaign did not justify the needs of specific outlets or regions. Many analysts felt that there was nothing wrong with Pavan Bhatia's expansion plan.

They further argued that the profitable stores cross-subsidizing the unprofitable ones was also a common practice globally. Though Hari Bhartia was skeptical regarding the effectiveness of some of the marketing initiatives taken up by Pavan Bhatia, many analysts argued that the campaigns got new individual and institutional customers to the company.

Gautam Advani, former Chief of Marketing, Domino's explained, "...it was the advertising blitzkrieg that helped the company move to the first place from the sixth in both Mumbai and Bangalore..." Analysts were divided in their opinion about Hari Bhartia's role in all these developments. While some felt that Hari Bhartia was kept in the dark, others felt that he was a silent spectator. Still others felt that Hari Bhartia actually agreed with Pavan Bhatia's strategy, only to make him a scapegoat when things went wrong.

Officials who supported Pavan Bhatia's expansion plan felt that Hari Bhartia was completely aware of all the developments. They said that he had actively supported some of Pavan Bhatia's plans including expansion of outlets. However, others claimed that Pavan Bhatia did take some initiatives without prior consent of Hari Bhartia. For instance, marketing expenses of about Rs.50 million were allegedly spent without prior budgetary approvals. It was also believed that there were no records to account for an expenditure of about Rs.20 million on the Sri Lankan operations. However, Pavan Bhatia's supporters claimed that such allegations were meant to malign him and nothing of the sort could take place in a professionally run organization.

### **No Correlation Between Expansion and Sales**

Pavan Bhatia's expansion plan would not have come under criticism had actual sales matched the projections. Hari Bhartia said that there was a gap between the two. According to some company officials, in mid 2011, the actual sales were half of projections. As the sales were poor, the burden of huge expenses impacted the bottomline.

This led to serious cash flow problems. A few suppliers said that Domino's was either asking for an increase in the credit period or requested a go-slow on supplies. Others added that although they had no problems with payments, they heard that Domino's was going through a bad phase.

Said one, "I too have heard adverse stories about the company. I also know that Domino's is undergoing reorganization. But that should be over in a few months' time and the company will be back on the course."

Analysts also felt that Domino's would be back on course soon, as pizza sales were growing despite new stores coming up near the existing ones, at least in the metros. For instance, the store in Greater Kailash I in New Delhi was among the first to be opened. Sales at this outlet grew though new stores were added in neighboring areas. However, Domino's needed fresh funds to get out of the financial problems. Indocean Chase, the venture capital firm, which owned one-third stake in Domino's, said it would invest only after the existing problems, were sorted out.

To Grow or Not to Grow

By mid 2011, Domino's future growth plans were also slowed down. (Refer Exhibit II)

In early 2011, Domino's had announced plans of adding 100 outlets every year, and an investment of Rs.500 million in 2011.

Hari Bhartia said, "The board had never approved either the investment or the plan to start 100 new outlets in a year's time."

The plan to open new outlets in Bangladesh was also postponed

These corrective measures were expected to be over by late 2011. Explained Hari Bhartia, "When you grow the way we did last year, (2000), there are bound to be problems.

Now, we are dealing with them." He was also looking for a new CEO.

## 7.2. Промежуточная аттестация

Целью промежуточной аттестации является проверка усвоения обучающимися знаний по всем темам учебной дисциплины и уровня формирования всех компетенций, закрепленных за данной дисциплиной.

Перед допуском на промежуточную аттестацию каждый обучающийся оценивается совокупной оценкой (совокупным баллом) по результатам текущего контроля.

Промежуточная аттестация по учебной дисциплине проводится в форме зачета в 1 семестре и экзамена во втором семестре.

Итоговый контроль проводится в форме ответов на вопросы.

### ТИПОВЫЕ ВОПРОСЫ К ПРОМЕЖУТОЧНОЙ АТТЕСТАЦИИ

#### ВОПРОСЫ ДЛЯ ЗАЧЕТА

#### Pre-intermediate/intermediate

#### UNIT 1. COMPANIES

1. Which types of today's companies can you think of? What are the advantages and disadvantages of each one?

2. Which type of companies would you prefer to work for?

#### UNIT 2. LEADERSHIP

1. What is the best way to manage and motivate employees? What motivation techniques can you think of?

2. In what way can leaders win the respect of subordinates?

3. Describe a very good manager or teacher you have known. What made him/her special?

4. What fears make people work hard? Can fear motivate people as successfully as rewarding them?

5. The best motivation is money and recognition for meeting targets. What other motivation can you think of?

#### UNIT 3. STRATEGY

1. What should companies take into account during the strategic planning process?
2. Explain the idea of SWOT analysis. Which components are included in it?
3. Why did Nike come to the conclusion that female customers were as important to it as male?

What did it do to appeal to a female audience?

4. What features can make a product appeal to women? Use any product as an example.

#### **UNIT 4. PAY**

1. What do you think about extremely large salaries? Who can earn so much money?
2. Do you think that all pay should be based on performance or executive pay is a different case?
3. What types of pay packages are offered to top senior executives, are they always fair?
4. Can we say that performance of ordinary employees and CEOs is evaluated and rewarded in the

same way?

#### **UNIT 5. DEVELOPMENT**

1. Do you think the quality of life has changed in your country over the last few years? What do young people have today that their parents did not have?
2. What do you know about the Organization of Economic Cooperation and Development?
3. Where should the balance between development and the environment be struck?
4. The Camisea project (Peru) will have a negative effect on the country environment. Do you agree?

#### **UNIT 6. MARKETING**

1. What do you know about the marketing mix and its components? Try to explain it using your own examples.
2. Young people no longer believe advertisements. What can influence young people's buying decisions?
3. What are the most important characteristics of a successful brand? How can a celebrity endorsement help a brand?

### **Upper -Intermediate**

**1. Company structures** – be ready to speak on the company hierarchy and the profile of well-known companies like the Philips company, Colgate-Palmolive company, etc.

Job descriptions and job satisfaction. Job titles at the company. The management accountant.

**2. Recruitment.** Different methods to recruit people. Selection of candidates. Interviews. CVs. Letters of inquiry and applications. Advice on job applications.

**3. Retailing.** Describe the retail business. How has the business changed in recent years? Give examples of successful retail chains in the USA and Europe. Customers' surveys.

**4. Franchising.** A definition of franchising. Examples of franchising in Europe and the USA. How to run a franchise successfully.

**5. International Business Styles** Speak on different management styles in the USA, Europe and Asia. How to cope with corporate culture clashes.

#### **6. Banking. Financing the start-up**

What is the UK banking sector made of? Different services the banks provide for the general public.

What are the ways of raising money to start a company?

#### **Unit 7 Business and the Environment**

Causes and effects of the pollution. What are environmental threats involved by businesses? Which environmental cause is the most important today? Is environmentalism the most important issue for business and why?

#### **Additional Questions on Real Business Situations**

1. Telephone skills. What is important when making a business phone call in English? How to use the telephone to improve your business.

2. Promotional activities and branding. Describe promotional activities, their advantages and disadvantages.

What is important when launching a new product?

What promotional methods do you know?

How can companies promote their products by having a stand at a trade fair?

3. Establishing relationships and negotiating. Give advice on:

(1) How to establish a good relationship. (2) How to negotiate deals.

4. Why start your own business? Give your reasons, advantages and disadvantages.

What problems would you expect to have if you started your own business?

What is important when looking for finance to start-up your own business?

5. Starting up in a new location

What factors are important when choosing a location for a new operation?

Is it easy to break into a new market in another country? What problems should you foresee before you go to a new location?

### **Unit 1. Staff development and training**

• What benefits would you like to get in your first job? Put them in order from the most attractive to the least attractive.

• What kinds of courses would you like to attend when you get a job?

### **Unit 2. Job descriptions and job satisfaction**

1. What do you most like/dislike about your job/studies?

2. Why is job interview so important for the recruitment process? What questions are typical for the job interview?

3. What recommendations can you give to your friend if he/she is getting ready for job interview?

### **Unit 3. Letters of enquiry and applications**

1. What can make a company a great place to work?

2. What kind of job would most interest you? Do you know where you can find such jobs?

3. What advice can you give about applying for jobs? Give reasons for your pieces of advice.

### **Unit 4. Telephone skills**

1. What problems do you face when talking in English on the phone?

2. What is important when making a business phone call in English? How can you prepare for such calls?

### **Unit 5. Promotional activities and branding**

1. What promotional activities do you know? Say briefly what the advantages and disadvantages are of each.

2. What does an 'own brand' of supermarket mean? Use some examples to explain the idea.

3. Do you think that brands can save time and make shopping easier?

### **Unit 6. New product development**

} What are the steps you should take before launching a new product on the market?

} What promotional methods do you know? Try to enumerate their advantages and disadvantages.

### **Unit 7. A stand at a trade fair**

1. How can companies promote their products at a trade fair?

2. What is a principle aim of participating in exhibitions?

### **Unit 8. Establishing relationships and negotiating**

1. How important is it to establish a good relationship with your customers?

2. What points are usually included in the agenda of negotiations between seller and buyer?

3. What payment terms are better for seller and what for buyer?

### **Unit 9. Going it alone**

1. Why do people start their own business? Think of as many reasons as you can.

2. Would you like to run your own business?

3. When starting up a business, what are the advantages and disadvantages of buying into a franchise?

4. What can you say about the level of risk connected with a start-up business?

### **Unit 10. Financing the start-up**

- 1) What problems could you have if you started your own business?
- 2) What is the role of market research in your preparation to start a business?
- 3) What document should you submit to a bank if you ask for a loan?
- 4) What are the principle ways to raise money to start a company?
- 5) What is important when looking for finance to start up a business?

### **Unit 11. Starting up in a new location**

1. What factors are important when choosing a location for a new business unit?
2. Can the new location affect company's costs?
3. Is the developed infrastructure more important than availability of staff?
4. Can the new location change the image of the company?

### **Unit 12. Presenting your business idea**

What can you say about the structure of business presentation? What are they for?

## **ВОПРОСЫ ДЛЯ ЭКЗАМЕНА**

### **I. Outsourcing and offshoring as constituent and integral part of globalization.**

1. Definition of offshoring. Advantages and disadvantages of offshoring for companies/ workers/ customers.
2. Definition of outsourcing. Advantages and disadvantages of outsourcing for companies/ workers/ customers.
3. The impact of offshoring and outsourcing on the global job market. Give examples.
4. Business activities outsourced today. Outsourcing in big, medium and small business.
5. Benefits of offshoring for different countries involved into the process.

### **II. Finances**

1. Profit and loss account.
2. Corporate governance. The main reason for toughening it.
3. Examples of American and British companies involved in financial scandals, accusations against them and consequences of their wrongdoing.
4. The falsification of accounts by CEOs: a criminal doing or/and acceptable risk to save the company's future.
5. Job responsibilities of a Securities and Exchange Commission member. Nowadays popularity of an auditor's job.

### **III. Recruitment**

1. The stages of an application process: the most difficult/important/time-consuming from your point of view. Give your reasons.
2. CV (resume): the contents. How to make an impressive CV.
3. Types of a job interview. Questions that can be asked.
4. How to organize a recruitment process at a new hotel in a short period time. Give examples.
5. The job that might interest you. Explain your choice (job satisfaction, high salary, etc.)

### **IV. Counterfeiting**

1. Definition of counterfeiting. Counterfeiting as an overall problem for all the businesses. Industries that mostly suffer from counterfeiting.
2. Copyright infringement. Give examples. How can an ordinary law-abiding citizen infringe somebody's copyright?
3. Explain why majority of people prefer to buy copies. How does it benefit consumers?
4. Counterfeiting affects legitimate businesses. Anti-counterfeiting measures undertaken by companies.
5. How to stop counterfeiting.

### **V. Marketplace.**

1. The types of existing markets and the transactions on them.
2. The changes introduced by the Internet to the market place.: the most positive and negative from your point of view.

3. How e-business operates: advantages and disadvantages of e-commerce for customers/on-line companies.

4. Internet auctions: how they operate. History of Ebay and potential threats to its future business.

5. You want to set up your own on-line company: initial steps and aspects to consider.

#### **VI. Lobbies**

1. Methods of influencing public opinion, the most effective of them. Give your examples.

2. Your opinion about celebrities involved into international politics and economics.

3. Fair trade and the role of celebrities and charitable organizations in it.

4. Internet petitions – effective and powerful tool or just junk mail?

Your experience of signing petitions.

5. Acts of protest you would like to take part in.

#### **VII. Communication**

1. Different ways of communication and important ways of communicating with customers.

2. Advantages and disadvantages of post, telephone, text message, email.

3. Recommendations on writing emails.

4. Information overload. Are you overloaded with information?

5. Your favourite way to communicate with your friends and colleagues/classmates.

#### **VIII. Logistics.**

1. Definition of the word “logistics”. The reasons why it is considered as the invisible industry.

2. “Smart tags”: advantages and disadvantages of using them.

3. Explain why you would or would not buy goods with “smart tags”.

4. Shop management of stocks.

5. Explain how computer technologies can improve services to customers.

#### **IX. Innovation**

1. Describe the phases of developing new products.

2. Your opinion on the following saying “Failure is as important for designer as success”.

3. The ways of businesses innovation.

4. Launching an innovation : risk or opportunity.

5. Give examples of products which were innovative while being launched including those that were bought or used by you.

#### **Устный опрос по изученным темам с элементами ситуационного теста**

##### **1.Explain your job to your teacher. Include these five areas:**

- introduce yourself
- say your job title and company name
- describe your company
- explain your responsibilities
- explain your main role

##### **2.Prepare a description about a company you are familiar with.**

Describe the following areas:

- what it produces/provides
- where it is based
- the company history
- its strengths and weaknesses
- its future prospects

##### **3. Arrange an appointment with your teacher on the telephone.**

- Explain the reason for calling.
- Suggest a day next week
- Suggest a different day (because your teacher is busy)
- Suggest a time
- End the call.

##### **4.Give descriptions of a graph from Bloomberg Visual Data. ([www.bloomberg.com](http://www.bloomberg.com))**

**In each description remember to**



- say what each graph shows.
- describe the graph

**5. Prepare a short talk for your teacher about your job. In your talk describe:**

- your main responsibilities
- what personal qualities you need for your job
- what you do to be efficient in your job
- what motivates you in your job
- one thing that would make your job easier

**6. Prepare a presentation for your teacher about your job and company. Include the following:**                   **Максимальное количество баллов - 20**

- introduce yourself
- describe your career
- explain your current job
- describe your company
- talk about your company's history
- describe your company's products or services
- describe a graph showing figures for your company
- make predictions for your company
- answer two questions from your teacher about your job or your company

**7. Give a short talk to your teacher about a problem at work or at your company in the last few years. Include these five areas:**

- a basic description of what your company does and your job involves
- the background to the problem
- possible solutions that were open to you
- the solution you chose and the reasons why
- the outcomes

**8 Give a short talk to your teacher about a project you have worked on (or a project that you are currently involved in). You may wish to use visual aids to clarify points.**

You will need to describe

- the objectives of the project
- how these objectives were to be achieved (the methods)
- the key people and departments involved
- your personal involvement
- the final outcome(s) of the project

**9. Imagine you are giving a presentation to a group of prospective stockholders. Give the presentation to your teacher. Include these five areas:**

- a self introduction
- an overview of your company
- a review of the company's recent performance
- the management structure
- why you think your company is a good investment

**10. Give a report to your teacher about a (formal or informal) meeting you recently attended at work. In your report, remember to say:**

- what the aim of the meeting was
- who was present and their roles
- what issues were discussed
- what was decided
- what has happened as a result of the meeting

**11. Prepare a presentation for your teacher about you and your company.**

**Include the following:**

- introduce yourself appropriately
- describe your job

- describe your company
- present the company structure (with a visual aid)
- present the company's recent performance
- describe future plans of the company
- explain why the company is a good investment

## 8. Критерии оценки качества знаний для контроля успеваемости обучающихся

Для оценки полученных знаний и освоения учебного материала по дисциплине используются следующие формы обязательного контроля: текущий и промежуточная аттестация.

Успешность изучения дисциплины, завершающейся экзаменом или зачетом (выбрать необходимый вариант), оценивается суммой баллов исходя из 100 максимально возможных и включает две составляющие:

Итоговая оценка = Работа во время изучения дисциплины (60) + Ответ при промежуточной аттестации (40)

Описание работ	Максимальное количество баллов
1. Посещение занятий/активность на занятиях/оценка социальных характеристик	5
2. Выполнение форм текущего контроля успеваемости:	55
<b>Итого текущий контроль:</b>	<b>60</b>
<b>Промежуточная аттестация:</b>	<b>40</b>
<b>Итого по всем формам контроля:</b>	<b>100</b>

Оценка социальных характеристик обучающегося рассматривается как неотъемлемый элемент учебно-воспитательного процесса и проводится в целях повышения ответственности и организованности обучающихся, их мотивации глубокому и всестороннему усвоению необходимого объема знаний, привития навыков систематической работы.

В число обязательных параметров (критериев) оценки социальных характеристик обучающегося входят:

- уважительное, корректное общение с преподавателем
- уважительное, корректное общение с обучающимися;
- посещение занятий;
- активность на занятиях;
- соблюдение правил внутреннего учебного распорядка.

Шкала соответствия оценок:

5-ти бальная система	Рейтинговая оценка	Соответствие системе зачтено/не зачтено
«Отлично»	86-100	Зачтено
«Хорошо»	80-85	
	71-79	

ОСНОВНАЯ ПРОФЕССИОНАЛЬНАЯ ОБРАЗОВАТЕЛЬНАЯ ПРОГРАММА ВЫСШЕГО ОБРАЗОВАНИЯ –  
ПРОГРАММА МАГИСТРАТУРЫ

«Удовлетворительно»	65-70	
	56-64	
«Неудовлетворительно»	Менее 55	Не зачтено

Соответствие оценок балльно-рейтинговой системы Института МИРБИС:

100- балльная оценка	Определение
86 - 100	« <b>Отлично</b> » - теоретическое содержание курса освоено <b>полностью</b> , без пробелов, необходимые практические навыки работы с освоенным материалом сформированы, <b>все</b> предусмотренные программой обучения учебные задания <b>выполнены</b> , качество их выполнения оценено числом баллов, близким к <b>максимальному</b> .
80 - 85	« <b>Очень хорошо</b> » - теоретическое содержание курса освоено <b>полностью</b> , без пробелов, необходимые практические навыки работы с освоенным материалом в <b>основном</b> сформированы, <b>все</b> предусмотренные программой обучения учебные задания <b>выполнены</b> , качество выполнения <b>большинства</b> из них оценено числом баллов, близким к <b>максимальному</b> .
71 - 79	« <b>Хорошо</b> » - теоретическое содержание курса освоено <b>полностью</b> , без пробелов, <b>некоторые</b> практические навыки работы с освоенным материалом сформированы <b>недостаточно</b> , <b>все</b> предусмотренные программой обучения учебные задания <b>выполнены</b> , качество выполнения <b>ни одного</b> из них <b>не оценено минимальным</b> числом баллов, некоторые виды заданий выполнены с <b>ошибками</b> .
65 - 70	« <b>Удовлетворительно</b> » - теоретическое содержание курса освоено <b>частично</b> , но пробелы <b>не носят существенного</b> характера, <b>необходимые</b> практические навыки работы с освоенным материалом в <b>основном</b> сформированы, <b>большинство</b> предусмотренных программой обучения учебных заданий <b>выполнены</b> , <b>некоторые</b> из выполненных заданий, возможно, содержат <b>ошибки</b> .
56 - 64	« <b>Посредственно</b> » - теоретическое содержание курса освоено <b>частично</b> , некоторые практические навыки работы <b>не сформированы</b> , <b>многие</b> предусмотренные программой обучения учебные задания <b>не выполнены</b> , либо качество выполнения некоторых из них оценено числом баллов, близким к <b>минимальному</b> .
0-55	« <b>Безусловно неудовлетворительно</b> » - теоретическое содержание курса не освоено, необходимые практические навыки работы <b>не сформированы</b> , <b>все</b> выполненные учебные задания содержат грубые ошибки, <b>дополнительная самостоятельная</b> работа над материалом курса <b>не приведет</b> к какому-либо значимому <b>повышению качества</b> выполнения учебных заданий.

Положительными оценками, при получении которых дисциплина (модуль) или иной компонент образовательной программы является аттестованной, являются оценки «Отлично», «Хорошо», «Удовлетворительно», «Зачтено».

При повторной промежуточной аттестации из общего рейтинга обучающегося вычитается:

- за первую повторную промежуточную аттестацию (экзамен) – 10 баллов;
- за вторую повторную промежуточную аттестацию (экзамен)– 15 баллов;
- за первую повторную промежуточную аттестацию (зачет) – 5 баллов;
- за вторую повторную промежуточную аттестацию (зачет) – 10 баллов.

