

Reading | Part 1

Business Result Advanced link: Adapted from Unit 10, Working with words.

- Look at the sentences below and the five sections of text about leadership.
- Which section (A, B, C, D, or E) does each sentence 1–8 refer to?
- For each statement 1–8, choose **one** letter (A, B, C, D, or E).
- You will need to use some of these letters more than once.

- 1 It is seen as important for leaders to be true to their word and to be seen as reliable.
- 2 American leaders tend to show how keen they are for their team to do well more obviously than leaders from other countries.
- 3 Most good leaders have an understanding of what their main weaknesses are.
- 4 A good leader needs to be aware of when he / she should leave an employee to work independently.
- 5 An ability to relate to other people's experiences is becoming more valued.
- 6 There are some good leadership traits that apply universally.
- 7 In cultures where the bottom line is the priority, leaders tend to have the final say.
- 8 The way in which a leader manages a team has an impact on how well that team achieves its objectives.

What makes an effective leader?

A Whether you are leading a team at work, captaining your local sports team, or in charge of a major company, your style of leadership is a critical factor in the success of your team. So what makes an effective leader? According to Professor D Quinn Mills of the Harvard Business School, research shows that there are certain preferred leadership qualities that are common to all cultures. In general, people appreciate leaders who appear honest and trustworthy. However, integrity is a complex idea, often determined by national culture, and what is considered honest in one society is not necessarily so in another.

B Conviction – a strong belief in what you are doing – is a characteristic of leaders in all cultures, but how it is displayed can vary widely. Demonstrating a whole-hearted commitment to the success of the team or project is possibly more overt in America than elsewhere. However, a passionate leader with energy and enthusiasm – someone who can energize and inspire their team to succeed – is an asset almost everywhere. Similarly, in most cultures it helps to be a good communicator, to be people-focused and have well-developed interpersonal skills.

C The ability to make good decisions quickly is something most cultures see as important. However, being decisive

means different things to different people. European and Japanese leaders are the most collaborative decision-makers, taking time to consult with colleagues and consider options. This is typical of a more participative style of leadership. In contrast, Chinese leaders, for whom the typical role model is often the head of the family, are more likely to make decisions personally. This more autocratic approach tends to be typical of task-oriented, top-down leaders, where what counts is results – it is also frequent in American leaders.

D Being adaptable is also an important quality; team leaders often need to be flexible in their response to changing circumstances. Similarly, the ability to delegate and to know when to be hands-off is also necessary.

E There's evidence that being able to show empathy – to understand the feelings, needs, and motivation of others – is increasingly seen as a key trait of effective leadership in the United States and Europe, and will become more important in Asia as companies have to compete for managerial talent in a global market. Related to this, certain Asian cultures value leaders who are self-aware and humble – the ability to know yourself and accept your limitations is often a trait in the most effective leaders.

Reading | Part 3

Business Result Advanced link: Adapted from Unit 9, Working with words.

- Read the following text about Marks and Spencer and the questions.
- For each question 1–6 on the following page, choose **one** letter (A, B, C, or D).

M&S pledges to manage resources responsibly

Ask anyone in the UK what Marks and Spencer plc stands for and you'll get a range of answers. This is because the company has had to refocus several times in an attempt to retain its competitive advantage. In today's business world companies have to accept that corporate accountability is now fundamental to company strategy. Businesses now need to ensure that they deploy all their resources in a responsible way. M&S has embraced this challenge.

M&S knows that with its staff it commands a huge knowledge base that it needs to protect and enhance, therefore it has recognized its responsibility to nurture current employees and to offer employment opportunities to the wider community. As a result, resources have been allocated to various HR projects, including staff secondment to charities, and providing up to 2,600 work experience placements in stores.

Marks and Spencer also listened to its customers, something it has an excellent track record for, and ensured its resources were being maximized by creating a new, all-embracing Corporate Social Responsibility (CSR) programme. It realized that one critical success factor for CSR was transparency, so it set out

to consult customers about the issue of social responsibility. It became clear that public awareness of the sustainability of resources was on the increase. Mike Barry, head of CSR explains, 'Four years ago 50% of customers said it mattered to them that M&S was a responsible business. By last year that proportion had grown to 97%,' proving its customers supported a company with green credentials that would also optimize its use of resources.

Marks and Spencer plc responded by pledging to introduce a range of changes. It began by analysing the utilization of existing resources with the intention of running a greener business. Some small-scale changes include recycling coat hangers, discouraging the use of plastic bags, and allowing its own-brand chickens more room to roam.

Cynics might say that such well-publicized HR and CSR projects are simply a way to enhance the company's image. There's no doubt these projects allow Marks and Spencer to publicly demonstrate how both company and natural resources are being put to good use, rather than being squandered or mismanaged. However, it's also clear that many areas of society can benefit.

- 1 In the first paragraph, what is said about Marks and Spencer plc?
 - A The company strategy focuses on implementing significant changes on an annual basis.
 - B The company donates resources to other businesses.
 - C The company has experienced difficulties in dealing with the challenges it faces.
 - D The company has evolved in line with changes in the business world.
- 2 In the second paragraph, what is said about the company's attitude towards its staff?
 - A Employees are expected to work for charity in order to qualify for promotion opportunities.
 - B Employees are highly valued and are seen as assets that need to be looked after.
 - C Employees are given work experience and this enables them to apply for permanent positions.
 - D Employees are expected to be highly knowledgeable and are suitably rewarded through competitive salaries.
- 3 In the third paragraph, what did M&S consider to be important when establishing a CSR programme?
 - A Opening dialogue between the company and its clients on the topic of CSR.
 - B Clearly communicating the aims of the programme to interested parties.
 - C Generating publicity for the company by issuing press releases about the programme.
 - D Initiating recycling and energy-saving policies across the entire company.
- 4 According to the text, the general public are now
 - A more concerned about the way companies use resources.
 - B less concerned about the way companies use resources.
 - C unaware of the way companies use resources.
 - D unhappy about the way companies use resources.
- 5 In the fourth paragraph, what was the first step for the company?
 - A To implement immediate changes in its current use of resources.
 - B To introduce ways of encouraging customers to avoid plastic bags.
 - C To review and assess its current use of resources with a view to making improvements.
 - D To begin with small changes and build up to introducing larger changes.
- 6 According to the text, CSR projects
 - A are only used by companies to generate positive PR.
 - B can have positive outcomes for both companies and the general public.
 - C involve a radical reduction in the use of company and natural resources.
 - D are implemented purely for the benefit of society at large.

Reading | Part 4

Business Result Advanced link: Adapted from Unit 8, Working with words.

- Read the article below about happiness at work.
- Choose the correct word to fill each gap from **A, B, C, or D**.
- For each question 1–10, choose **one** letter (**A, B, C, or D**).

Happiness at work

Employees make a (1) _____ to companies, and they are gaining (2) _____ for their contribution. More and more employers are realizing that there is a real (3) _____ between happy staff and a strong (4) _____ line. But what makes us happy at work? (5) _____ to the HR Consultants Chiumento's 'Happiness at work' index, employees have interests that rank higher than a big pay cheque, which comes in at a lowly tenth place. Instead it's people first – feeling part of a friendly, supportive (6) _____, where you can have a say in what happens, and where people take care of each other. At Google, for example, they take pride in the fact that employees enjoy a 'fun workspace'.
Second in line on the 'Happiness at work' index comes enjoyable work,

where employees (7) _____ satisfaction from their achievements. It also helps if you can relate to the values of the company where you work. According to a recent newspaper survey, Innocent, a young, fast-growing fruit drinks company, (8) _____ employees who see a future for themselves in a company with clear values. Innocent 'innocently' claims they want to 'leave things a little better than we find them'. At Google, where they receive 100,000 job applications a month, their (9) _____ is to make money 'without doing evil'. Employees are clearly keen to make the most of their opportunities, especially if they feel they are making a worthwhile (10) _____ to their company while helping to improve the world they live in.

- | | | | |
|---------------------|--------------|----------------|----------------|
| 1 A differentiation | B difference | C amendment | D alteration |
| 2 A realization | B responses | C recognition | D requirements |
| 3 A correlation | B concern | C change | D comparison |
| 4 A finishing | B bottom | C final | D end |
| 5 A Relevant | B Owing | C Following | D According |
| 6 A area | B climate | C environment | D surrounding |
| 7 A exploit | B receive | C derive | D acquire |
| 8 A rejects | B attracts | C deters | D lures |
| 9 A psychology | B physiology | C mentality | D philosophy |
| 10 A assistance | B effort | C contribution | D input |

Reading | Part 5

Business Result Advanced link: Adapted from Unit 4, Case study.

- Read the article about a food manufacturer.
- For each question 1–10, write **one** word in the gap.

Out of the frying pan

Recently, there (1) _____ been growing concern in Europe about the prevalence (2) _____ obesity, especially amongst children. Newspapers, magazines, and TV (3) _____ all taken up the call for a healthier diet. In order (4) _____ remain successful, McCain needs to be aware of such trends and (5) _____ potential risks they pose to the company. It has always seen itself as careful to listen to and respond to public demand – and has a successful track record (6) _____ introducing

new products to meet the changing environment. Back in 1979 the company was the first to introduce a chip (7) _____ could be cooked in the oven rather than the deep fryer and this (8) _____ now widely seen as a healthier and easier-to-prepare alternative to the fried chip. The more recently launched McCain Home Fries™ oven chip is (9) _____ huge seller. The challenge for McCain now is to ensure that they (10) _____ able to market their products in increasingly hostile conditions.

Reading | Part 6

Business Result Advanced link: Adapted from Unit 6, Working with words.

- Read the article about Sky.
- In most of the lines 1–12 there is one extra word. It is either grammatically incorrect or it does not fit in with the sense of the text. Some lines, however, are correct.
- If a line is correct, write **CORRECT** at the end of the line.
- If there is an extra word in the line, write **the extra word** in CAPITAL LETTERS at the end of the line.
- The exercise begins with two examples (0) and (00).

Examples: 0 UP
00 CORRECT

Sky aims to become carbon-neutral

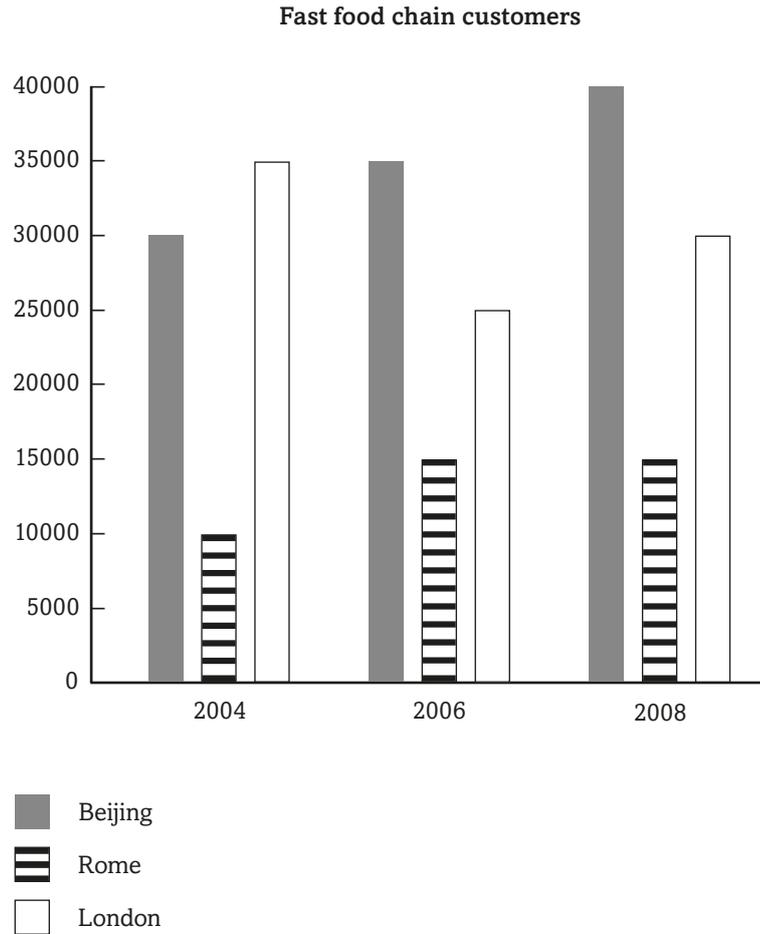
- 0 Perhaps Sky is not the first name that springs up to mind when you think
00 of fighting climate change. But over the last few years Sky has been
1 committed to reducing its carbon footprint and becoming as carbon-neutral.
2 The main method used to reduce its carbon footprint has been over Sky's
3 offsetting policy. Sky could has worked with The CarbonNeutral Company
4 to invest in quality offsetting programmes, including wind power projects
5 in India and New Zealand. Sky has also worked with TCNC to have reduce
6 carbon emissions. It has ensured that all its UK sites are supplied by
7 renewable energy sources, such it has renewed its company vehicle
8 fleet to reduce CO₂ emissions, and should introduced a 'switch it off'
9 campaign to encourage employees to turn off electrical with devices
10 that are not being used. The results will speak for themselves. Sky
11 offset 45,000 tonnes of CO₂ in 2006–2007 and is being well on the
12 way to quite meet the target of 225,000 tonnes by 2011.

Writing | Part 1

Business Result Advanced link: Loosely based on Unit 4, Case study.

Question 1

- The bar chart below shows the average number of customers per day at a fast food chain in Beijing, Rome, and London over four years.
- Using the information in the chart, write a short **report** comparing the number of customers in the three cities.
- Write **120–140** words.



Writing | Part 2

Business Result Advanced link: Loosely based on Unit 1, Business communication skills, Unit 9, Working with words, and Unit 7, Business communication skills.

Answer **ONE** of the questions 2, 3, or 4 below.

Question 2

- Your company finds locations for a large hotel chain. You were sent on a trip to a city in the south of France to find potential hotel locations. Your manager has asked you to write a brief report on your findings from the trip.
- Write the **report**, summarizing your impressions of the potential locations, and commenting on the following:
 - the number of tourists and business people travelling to the city
 - the level of competition from other hotels
 - the types of buildings available for use as a hotel and the various locations in and around the city
 - whether it is a good idea for the hotel chain to secure a location in this city.
- Write **200–250** words.

Question 3

- Your company wishes to become more environmentally friendly to improve its public image and reduce the cost of utility bills. Your manager has asked you to draw up a proposal suggesting ways of decreasing the carbon emissions of the company.
- Write the **proposal**, giving a brief outline of the problem and considering the following ideas:
 - whether to provide incentives for staff who leave their car behind and travel to work by public transport / by bike / on foot
 - whether to invest in solar panels on the roof of office buildings
 - whether to introduce a campaign encouraging staff to switch everything off before leaving the office
 - whether to invest in energy saving light fittings throughout the offices.
- Write **200–250** words.

Question 4

- You work for the HR department and you are planning training for the next financial year. You are going to use a new training provider and have analysed four different providers. You have now decided to use one of them and you need to write them a letter confirming the decision and clarifying what you expect them to do.
- Write the **letter**:
 - confirming the agreement to use their services
 - describing which training courses you will need them to provide
 - suggesting some other new courses you would like to offer and asking if that would be possible
 - explaining what you expect from them (e.g. pre-training packs, qualified trainers, etc.).
- Write **200–250** words.

Listening | Part 1

Business Result Advanced link: Adapted from Audio 69 ► Unit 12.

- You will hear a marketing specialist talking about selling in different markets.
- As you listen, for questions 1–12, complete the notes using up to **three** words or a number.
- Listen to the recording twice.

Audio 69 ►

Approaches to advertising

The Situation

Styles of advertising vary throughout the world due to diverse (1) _____.

The US

Americans feel that they have to constantly better themselves in (2) _____ terms. Advertisers tap into this perceived need and their adverts lead people (3) _____ more.

Advertisers have to use (4) _____ to convince potential consumers of the benefits of using their product / service.

Many Americans feel a real need to ensure that they are visibly equal to or better than their (5) _____ in relation to what they own.

Denmark

Compared with the US or the UK, the (6) _____ between rich people and poor people is not so big in Denmark.

Danish people don't tend to be so showy or (7) _____, so it takes

longer to achieve high volume sales of luxury items.

Danish people don't feel the pressure to buy, and often wait until an item has reached an (8) _____.

Russia and China

Advertising is completely different here because most luxury items are (9) _____ to people in these countries.

Advertisers in these markets don't have to concentrate so much on an item's (10) _____.

Instead, advertisers often give facts about a product and explain why it's useful – they don't tend to make such overt comparisons with another (11) _____ available on the market.

Conclusion

When entering a new market, advertisers have to acknowledge the differences between more and less (12) _____ markets.

Listening | Part 2

Business Result Advanced link: Adapted from Audio 21 ► Unit 4. Note that in the exam, this section has ten questions. There are only six in this exercise due to the length of the audio.

- You will hear three people talking about risk.
- For each extract there are two tasks. For Task One, choose the speaker's main responsibility from the list A–E. For Task Two, choose the speaker's attitude to risk from the list A–E.
- Listen to the recording twice.

Audio 21 ►

TASK ONE – MAIN RESPONSIBILITY

- For questions 1–3, match the extracts with the main responsibilities, listed A–E.
- For each extract, choose the responsibility.
- Write **one** letter (A–E) next to the number of the extract.

- 1 _____
2 _____
3 _____

- | | |
|---|------------------------------------|
| A | assessing health and safety issues |
| B | making top-level decisions |
| C | analysing risks faced by a company |
| D | advising clients on investments |
| E | securing sales for a company |

TASK TWO – ATTITUDE TOWARDS RISK

- For questions 1–3, match the extracts with the attitudes towards risk, listed A–E.
- For each extract, choose the attitude towards risk.
- Write **one** letter (A–E) next to the number of the extract.

- 1 _____
2 _____
3 _____

- | | |
|---|--|
| A | believes that taking risks is exciting and integral to business success |
| B | willing to take big risks after careful consideration |
| C | seeks to avoid any kind of risk as far as possible |
| D | views risk taking as an inevitable part of the job |
| E | taking some risks is necessary for a company that wants to move forwards |

Listening | Part 3

Business Result Advanced link: Adapted from Audio 64 ► Unit 11.

- You will hear a discussion about a study of global attitudes towards American brands and values.
- For each question 1–8, choose **one** letter (A, B, or C) for the correct answer.
- Listen to the recording twice.

Audio 64 ►

- 1 What does Carla say about the findings of the recent study on consumer attitudes?
A People don't respect American brands like McDonald's, Coca-Cola, Nike, and Microsoft.
B People feel more negative about American values and this is having an impact on how they view American brands.
C People don't have confidence in the strength of the American economy and therefore they avoid buying American brands.
- 2 According to the study, why have attitudes towards American culture changed?
A America is no longer seen as a global superpower so consumers are turning to brands from other countries.
B Governmental policies and corporate corruption have led to a lack of respect for American values.
C Consumers no longer trust American brands because they feel the quality and reliability is questionable.
- 3 What are Doug's thoughts on the study?
A He is not convinced of a connection between perceptions of American values and the decline of US brands.
B He would like more proof that brands in other countries have also suffered.
C He believes that other countries have not suffered as much because they have stronger economies.
- 4 How does Carla continue to support her argument?
A Non-US brands are seen as more reliable than US brands.
B Non-US brands are not predicted to suffer a decline in the longer term.
C Non-US brands are as popular as they always were, whereas US brands are less popular.
- 5 What does Carla say happened after 2002?
A Growth of US brands only slowed down.
B Growth of all major worldwide brands slowed down.
C Growth of US brands remained healthy.
- 6 What does Carla think has happened to the perception of American cultural values?
A Consumers expected to see a rise in internationalism in America.
B Consumers continue to respect values including honesty, freedom of expression, and tolerance.
C Consumers don't know if these values exist anymore and don't know if they agree with them anyway.
- 7 Doug thinks the changes are due to
A changes to the global economy, with new countries having more spending power.
B people having less respect for American cultural values across the board.
C certain countries deciding that they no longer share American values.
- 8 Carla's argument in response is that
A it's not only consumers in emerging economies that do not feel they share American values.
B Germany has introduced a policy whereby they only buy European brands.
C more and more consumers in Europe are connecting with American values.

Speaking | Part 1

Business Result Advanced link: Loosely based on Unit 1, Practically speaking and Unit 4, Working with words.

Practise answering these questions:

- What's your name and where do you come from?
- Do you work? If so, describe your job. If not, what job would you like to have in the future?
- What kinds of jobs are typical in your region? Do you think this will change in the future?
- Would you be willing to move to another country to get your dream job? Why? / Why not?

Speaking | Part 2

Business Result Advanced link: Based on topics covered in the Working with words sections of Unit 1, Unit 2, Unit 3, Unit 6, Unit 8, and Unit 10.

Choose **one** of three topics, and prepare a short talk (5–6 minutes) on it.

CANDIDATE A

A: Working across cultures: how to prepare for a business meeting with international partners or clients

B: Recruitment: how to make sure you recruit the right person

C: Change: how to manage change effectively within an organization

CANDIDATE B

A: Competition: how to make sure your company stays ahead of the competition

B: Performance: how to get the best out of your staff

C: Leadership: how to be a good leader

Speaking | Part 3

Business Result Advanced link: Based on Unit 3, Working with words.

Practise discussing this task and the questions that come after it with your partner.

Low morale

Productivity in your factory has decreased due to low morale. Staff are worried about the security of their jobs, they are finding it difficult to achieve a good work / life balance, and are not happy about their hourly pay rate. Also, employees who have left have not been replaced, so those remaining have more work to do. You need to improve morale.

Discuss and decide together:

- what you can do to improve the work / life balance of the factory workers
- what to do about pay
- what other ways there are to improve morale and increase productivity.

Follow-up discussion questions

- What has more influence on levels of morale – flexible working hours or pay?
- Do company events, e.g. Christmas parties, help improve morale?
- How important is a clear career structure in improving morale?
- How can a manager improve morale in his / her team?