

••• BEC Vantage

# Business BENCHMARK

Upper-Intermediate

Student's Book



Guy Brook-Hart

Cambridge University Press  
0521671167 - Business Benchmark: Upper-Intermediate Student's Book  
Guy Brook-Hart  
Frontmatter  
[More information](#)

---

CAMBRIDGE UNIVERSITY PRESS  
Cambridge, New York, Melbourne, Madrid, Cape Town, Singapore, São Paulo

Cambridge University Press  
The Edinburgh Building, Cambridge CB2 2RU, UK

[www.cambridge.org](http://www.cambridge.org)  
Information on this title: [www.cambridge.org/9780521671163](http://www.cambridge.org/9780521671163)

© Cambridge University Press 2006

This book is in copyright. Subject to statutory exception  
and to the provisions of relevant collective licensing agreements,  
no reproduction of any part may take place without  
the written permission of Cambridge University Press.

First published 2006

Printed in Italy by Eurografica (part of the LEGO group)

*A catalogue record for this book is available from the British Library*

ISBN-13 978-0-521-67116-3 Student's Book BEC Vantage Edition  
ISBN-10 0-521-67116-7 Student's Book BEC Vantage Edition

ISBN-13 978-0-521-67289-4 Student's Book BULATS Edition Upper-Intermediate with CD-ROM  
ISBN-10 0-521-67289-9 Student's Book BULATS Edition Upper-Intermediate with CD-ROM

ISBN-13 978-0-521-67290-0 Teacher's Resource Book Upper-Intermediate/Vantage  
ISBN-10 0-521-67290-2 Teacher's Resource Book Upper-Intermediate/Vantage

ISBN-13 978-0-521-67291-7 Personal Study Book Upper-Intermediate/Vantage  
ISBN-10 0-521-67291-0 Personal Study Book Upper-Intermediate/Vantage

ISBN-13 978-0-521-67292-4 Audio Cassette BEC Vantage Edition  
ISBN-10 0-521-67292-9 Audio Cassette BEC Vantage Edition

ISBN-13 978-0-521-67293-1 Audio CD BEC Vantage Edition  
ISBN-10 0-521-67293-7 Audio CD BEC Vantage Edition

ISBN-13 978-0-521-67659-5 Audio Cassette BULATS Edition Upper-Intermediate  
ISBN-10 0-521-67659-2 Audio Cassette BULATS Edition Upper-Intermediate

ISBN-13 978-0-521-67660-1 Audio CD BULATS Edition Upper-Intermediate  
ISBN-10 0-521-67660-6 Audio CD BULATS Edition Upper-Intermediate

# Introduction

## Who this book is for

This book is intended to be an interesting and stimulating course for upper-intermediate students of Business English (Common European Framework Level B2). It provides a general Business English course both for students who have not yet worked in business and for people who are working and have experience of business environments. It provides the practical reading, speaking, listening and writing skills necessary for people who need English for working in business. It also contains a wide range of essential business vocabulary and grammar.

For students who want to study for a Business English qualification, this book gives a complete preparation for the Cambridge Business English Certificate (BEC) Vantage exam, together with a complete past BEC Vantage exam supplied by Cambridge ESOL.

## What the book contains

The book contains the following elements:

- **24 units for classroom study.** These units are organised in groups of four around a theme: human resources, marketing, etc. While each unit gives training and practice in a variety of skills, the first unit in each group mainly concentrates on reading skills, the second on listening, the third on writing and the fourth on speaking. Each unit contains essential vocabulary input for business students.
- **Grammar workshops.** For each group of four units, there is a two-page Grammar workshop. These explain and extend the grammar work introduced in the units. In the units, you will from time to time see, for example **◆ page 26 (Comparison of adjectives)**, which indicates that there is supplementary material in the Grammar workshop.

- **Exam skills and Exam practice section.** This section, which starts on page 121, gives you detailed guidance on how to approach each BEC Vantage exam task, the skills required and what the exam task is testing. The Exam skills pages contain exercises to build up your exam skills. The Exam practice pages contain questions/tasks from a past BEC Vantage exam, supplied by Cambridge ESOL.
- **Sample answers** to the writing exercises in the book.
- **Full answer key** for all the exercises in this book.
- **Transcripts** for all the listening activities in the book.

Also available are:

- **2 audio CDs/cassettes**, containing a variety of recorded material, including interviews with business people and BEC exam listening tasks.
- **Teacher's Resource Book**, containing guidance and suggestions on how to approach activities in the book, a full answer key plus extra photocopiable activities and case studies to supplement the units in the Student's Book.
- **Personal Study Book**, containing activities and exercises based on the vocabulary, grammar and skills covered in each unit. It is intended as reinforcement of material you have studied in class. The Personal Study Book contains keys to all its exercises, so you will be able to check your answers yourself. It also contains a Word list of vocabulary from the Student's Book.

# Map of the book

	Unit	Reading	Listening	Writing
Human resources	<b>1 Staff development and training</b> 10–13	Recruitment brochure Training at Deloitte Touche	Conversation about a training course	
	<b>2 Job descriptions and job satisfaction</b> 14–17	The management accountant	What people like about their jobs A human resources manager	Brief job descriptions
	<b>3 Letters of enquiry and applications</b> 18–21	Job satisfaction at EMI	Advice on job applications	A letter of enquiry about careers An email applying for a job
	<b>4 Telephone skills</b> 22–25	A telephone quiz Phone answering tips	Telephone language Enquiring about a job	
<b>Grammar workshop 1 (Units 1–4)</b> 26–27 Comparison of adjectives and adverbs, Present perfect and past simple, Simple questions,				
Marketing	<b>5 Promotional activities and branding</b> 28–31	Promoting AXE The power of brands	Supermarkets' own brands	
	<b>6 New product development</b> 32–35	Developing and launching 'chai'	Developing and launching a new product Launching and promoting a product	
	<b>7 A stand at a trade fair</b> 36–39	The International Food Exhibition Preparing an exhibition stand	Conversation with a trade-fair organiser	An email giving information An email asking for information A fax answering enquiries A memo informing staff
	<b>8 Establishing relationships and negotiating</b> 40–43	Asking questions about a product	Establishing a business relationship Negotiating	An email summarising an agreement
<b>Grammar workshop 2 (Units 5–8)</b> 44–45 Countable/uncountable nouns, <i>-ing</i> forms and infinitives, The first conditional				
Starting new business activities	<b>9 Going it alone</b> 46–49	Buying into a franchise A letter to a franchiser	Why start your own business?	A letter of enquiry to a franchiser
	<b>10 Financing the start-up</b> 50–53	Raising finance	Setting up a food consultancy Setting up a multimedia company What's important when starting a company?	
	<b>11 Starting up in a new location</b> 54–57	A new location in Scotland A proposal	A new location in Scotland	A proposal
	<b>12 Presenting your business idea</b> 58–61	Making the most of presentations	Signalling the parts of a presentation	
<b>Grammar workshop 3 (Units 9–12)</b> 62–63 Tenses in time clauses, The second conditional, Comparing and contrasting ideas, Modal verbs				

	Speaking	Vocabulary	Language work
	Discussion: Who should pay for training? Preparing a staff training scheme	Job training: <i>bonus schemes, promotion, training budget, learning goals, etc.</i>	Expressing personal opinions Comparison of adjectives Making suggestions
	Saying what you like/dislike about your job/studies Describing your job Discussion: How to handle job interviews	Acronyms for job titles Job titles Job descriptions	Forming questions
	Discussions: What makes a great place to work? How best to apply for jobs	<i>Perks, colleagues, etc.</i> <i>Approachable, fulfilling, etc.</i>	Asking complex questions Formal/informal style
	Discussions: Problems using the phone Telephone skills training Role-plays: Booking a hotel; Recruiting an assistant Talking at a business meeting		Structuring a talk
Complex questions			
	Discussions: Advantages and disadvantages of promotional activities; Brands Role-play: Promoting a shampoo	Promotional activities Marketing terms: <i>brands, logo, etc.</i>	Brainstorming
	Discussion: New products Launching a product Role-play: Promoting a new service	<i>Entrepreneurial, upmarket, etc.</i> Marketing vocabulary	Expressing purpose
	Discussion: Trade fairs		Forming questions
	Discussion: new products and negotiating Role-plays: Establishing a business relationship On a stand at a trade fair Negotiating a deal	<i>Stock, mark-up, sale or return, overheads, etc.</i> Terms and conditions	Asking questions about a product First conditional
	Discussion: Why start your own business? Advice on buying a franchise Questions to ask a franchiser	<i>Make a go, expertise, premises, mortgage, etc.</i> Financial terms	Tenses in time clauses
	Discussion: What business would you start? Role-play: Getting advice about starting up Mini-presentation: Starting a business	Collocations for starting companies Ways of financing start-ups	Second conditional
	Discussions: Extra information; What is important when starting in a new location?; Which city? Agents vs. distributors vs. joint ventures		Making recommendations Contrasting ideas
	Structuring a presentation A brief presentation Role-play: Presenting your business idea	Equipment for presentations	Modal verbs

	Unit	Reading	Listening	Writing
Business travel	<b>13 Business hotels and sales conferences</b> 64–67	Business accommodation Planning a lively sales conference	Conference problems	The results of a survey
	<b>14 Business conferences</b> 68–71	A conference programme	Arranging conference facilities Networking at a conference A destination management company	
	<b>15 Reports</b> 72–75	The Forest Conference Centre	A report on the use of private company jets	A report on the use of private company jets
	<b>16 Business meetings</b> 76–79	Think before you meet	Talking about meetings A business meeting	A report about meetings An email agreeing to a meeting
<b>Grammar workshop 4 (Units 13–16)</b> 80–81 <i>While and whereas</i> for contrasting ideas, Modal verbs: perfect forms, Passives 1 & 2, <i>Too/enough</i>				
New technologies, innovation, and change	<b>17 New technologies and change</b> 82–85	The Internet and change Change at Adobe Systems	Changes at work	
	<b>18 Using the Internet</b> 86–89	Website design	E-shopping at Tesco.com Websites and business	Email requesting an upgrade to a website
	<b>19 A staff survey</b> 90–93	Reading a report	A working party	Report on staff survey to modernise office
	<b>20 Offshoring and outsourcing</b> 94–97	Can outsourcing work for small businesses?	What should we offshore? Offshoring from Britain	
<b>Grammar workshop 5 (Units 17–20)</b> 98–99 <i>Used to</i> , Articles, Reported speech				
Customer relations	<b>21 Customer loyalty</b> 100–103	From satisfaction to loyalty	A supermarket and customer loyalty	
	<b>22 Communication with customers</b> 104–107	Turning complaints to your advantage Training in customer communication skills	Communicating with customers at Espresso Customer communication at Not Just Food	
	<b>23 Corresponding with customers</b> 108–111	A letter about a new service A letter from a dissatisfied customer	Preparing a letter of complaint	A letter about a new service A letter of complaint
	<b>24 A business seminar</b> 112–115	Advertisement for a business seminar	Speakers at a business seminar A short talk	
<b>Grammar workshop 6 (Units 21–24)</b> 116–117 Relative pronouns, Expressing causes, Expressing results				
	Sample answers for writing exercises	118		
	<b>EXAM SKILLS AND EXAM PRACTICE</b>	121–153		
	Contents of exam section	121		
	Answer keys	154		
	Transcripts	170		

	Speaking	Vocabulary	Language work
	Discussion: The needs of the business traveller Mini-presentation: business travel Planning a conference	Hotel vocabulary; <i>subscribers, chain</i> , etc. Conference vocabulary: <i>keynote speech, tailor</i> , etc.	Expressing criticism (modal perfects) Contrasting ideas
	Role-play: Networking Discussion: Choosing a conference destination	<i>Networking, reinventing, enhancing</i> , etc.	
	Saying what charts show Discussion: Private jets	Vocabulary for expressing changes	Using the passive
	Discussion: Meetings A survey of meetings; Speaking at a meeting Role-play: A finance meeting	Types of meeting; Meeting vocabulary Verbs for meetings; <i>cornerstone, set out to</i> , etc.; Expressing opinions	<i>Too and enough</i>
	Discussions: New technologies and change What is important when making changes? Role-play: Introducing new technology	New technology, <i>customer base, knowledge worker, licence fees, applications</i> , etc.	<i>Used to</i> for past actions/habits The definite article
	Discussions: Your favourite websites; What is important when buying over the Internet?	Computers; Internet <i>Straightforward, target audience</i> , etc.	
	Discussion: The results of a survey	Flexible working; Expressing numbers	Reported speech Reporting verbs
	Discussion: Advantages/ disadvantages of offshoring Role-plays: Offshoring parts of a clothing manufacturers Outsourcing to reduce risk	Discussion phrases <i>Make redundant, assurance, shareholder</i> , etc.	Expressing causes
	Discussion: What makes you a loyal customer? Role-play: A staff meeting	<i>Bond, revenue, vendor</i> , etc.	Relative pronouns
	Discussion: Effective methods of communication Advice on dealing with complaints Role-play: Dealing with losing customers	Customer collocations <i>Rapport, retain</i> , etc.	
	Discussion: Communicating new products and service, keeping customers happy		Expressing results
	Discussion: What you can learn from other people in business Speaking at a business seminar	Discourse markers for short talks	Expressions followed by <i>-ing</i> forms

# Acknowledgements

The author and publishers would like to thank the following for agreeing to be interviewed for this book:

Lewis Bronze, Christina Bunt, Amanda Hamilton, Maxine McPherson, Jane Milton, Charlotte Weston.

The author and publishers are grateful to the following for permission to reproduce copyright material. It has not always been possible to identify the sources of all the material used and in such cases the publishers would welcome information from the copyright owners.

## Text

pp.12–13: Deloitte for adapted material from [www.graduates.deloitte.co.uk](http://www.graduates.deloitte.co.uk); p.16: *The Independent* for the adapted article 'Constant quality in a changing world' by Virginia Matthews, 25 September 2003, © Independent News and Media Limited; p.19: EMI for the text 'Our People' taken from the EMI website ([www.emimusic.co.uk](http://www.emimusic.co.uk)); p.25: About, Inc. for adapted material 'Phone answering tips to win business', 2004 by Susan Ward. Used with permission of About, Inc. which can be found on the Web at [www.about.com](http://www.about.com). All rights reserved; p.28: Unilever for text on company background, © Unilever 2005; p.31: *The Economist* for the adapted article 'Who's wearing the trousers', 6 September 2001; p.77: *The Economist* for the adapted article 'Think before you meet – too many meetings are a waste of time', 23 October 2003; p.134: *The Economist* for the adapted article 'How 51 gorillas can make you seriously rich', 19 August 2004, © *The Economist* Newspaper Limited, London; p.33: Sharon Smith for the article adapted from *The Financial Times*, 3 July 2004, with permission of Sharon Smith; pp.42–43: Dynamic Living for the descriptions of the CorkPops Wine Opener and the Battery Operated Peeler; p.67: Kimberly McCall for text adapted from 'Radical Rendezvous' from *Entrepreneur* Magazine, July 2003, © 2005 Kimberly McCall; p.85: The Wharton School for adapted text from 'Getting reorganisation right: How Bruce Chizon drove change and innovation at Adobe Systems' from Knowledge@Wharton, with permission of The Wharton School, University of Pennsylvania; p.87: *The Financial Times* for the screen shot of the FT.com home page, 7 December 2005 © The Financial Times Ltd; p.94: The Wharton School for adapted text from 'Can BPO Work for Small Businesses?', from Knowledge@Wharton, with permission of The Wharton School, University of Pennsylvania; p.101: LOMA for the adapted article 'Creating a customer-centric culture' by Stephen Hall, Reprinted from LOMA's Resource Magazine. Visit LOMA at [www.loma.org](http://www.loma.org).

## Logos

p.11: the Flight Centre logo, with permission of Flight Centre Ltd; p.12: the Deloitte logo ([www.deloitte.com](http://www.deloitte.com)), with permission of Deloitte, © Deloitte & Touche LLP 2005; p.16: the Norgren logo, with permission of IMI Norgren; p.17: the Tesco logo, with permission of Tesco PLC; p.18: the EMI logo ([www.emimusic.co.uk](http://www.emimusic.co.uk)), © EMI Music Publishing Ltd; p.28: the Unilever logo ([www.unilever.co.uk](http://www.unilever.co.uk)), with permission of Unilever; p.32: the Tea UK logo, with permission of Tea UK Ltd [www.drinkmechai.co.uk](http://www.drinkmechai.co.uk); p.51: the Not Just Food logo, with permission of Not Just Food; p.53: the Espresso Education logo, with permission of Espresso Education; p.67: the McCall Media & Marketing logo, with permission of McCall Media & Marketing; p.84: the Adobe logo, with permission of Adobe; p.94: the Hoyt logo, with permission of Hoyt Corporation; p.100: the Hay Group logo, with permission of Hay Group.

## Photos

Cover photo: Getty Images

AlPix Digital Picture Library for p.36 (br); AA World Travel Library for p.55 (l & r); About, Inc. for the photograph of Susan Ward, 2004 by Susan Ward. Used with permission of About, Inc. which can be found on the Web at [www.about.com](http://www.about.com). All rights reserved p.25; Action Plus for p.28 (d); Alvey & Towers for pp.74, 112 (b); courtesy of Air New Zealand Group for p.69 (R. Poulton); Airsport Photo Library for p.61 (br); Alamy for pp.34 (tl) (Alex Serge), 61 (tl) (Jan Caudron/Anaklasis); Art Directors & TRIP for pp.22 (r), 96 (l & r); Bananastock.com for pp.68 (t), 72 (t); courtesy of Dr Bowden-Kirby for p.69; courtesy of Lewis Bronze for p. 15 (tr); courtesy of Christina Bunt for p.17; Car & Bike Photo Library for p.108 (r); courtesy of Celebrity Speakers (NZ) Ltd for p.69 (b); courtesy of Cobalt Systems Ltd for p.41; Corbis for pp.31, 46 (1), 43 (3), 56, 58 (m), 61 (bl), 68 (ml), 79, 82 (d), 90 (m), 104 (c), 106; courtesy of Cork Pops, Inc for pp.42 (l), 43 (l); Jim Cummins/Corbis for p.40 (t); courtesy of Catherine DeVyre for p.69; Dynamic Living for pp.42 (l & r), 43 (l & r); John Feingersh/Corbis for p.36 (t); courtesy of Flight Centre Ltd for p.11; Getty Images for pp.20, 50 (a, c, d, e), 68 (b), 85, 113; courtesy of Amanda Hamilton for p.15 (bl); HartMcLeod for pp. 28 (a, b, c, e, f, g, h, i), 30, 58 (1–9), 82 (a, b, e, f, g), 104 (a, b, e, f, g); courtesy of Hoyt Corporation for p. 94; ImageSource/Rex Features for p.50 (t); Imagestate for pp.52, 59; Andre Jenny/Alamy for p.28 (t); Ronnie Kaufman/Corbis for p.14 (t); KD Photography for p.34 (bl); Brian Lee/Corbis for p.94 (t); Jean-Pierre Lescouret/Corbis for p.76 (t); Yang Liu/Corbis for p.108 (t); courtesy of Maxine Macpherson for p.15 (br); The London Marriott Hotel, Kensington courtesy of Marriott for p.65; courtesy of Kimberly McCall, © 2005 Kimberly McCall for p.67; MediacoLOURS/Alamy for p.32 (t); courtesy of Jane Milton for pp. 15 (tl), 51; courtesy of Not Just Food for p.89; courtesy of Oil & Vinegar for pp.47, 48; John Phillips/Photofusion Picture Library/Alamy for p.56 (t); Pictor International/Image State/Alamy for p.86 (t); Steve Prezant/Corbis for p.22 (t); Punchstock for pp.13 (Photodisc), 16, 66, 78 (Bananastock), 21, 104 (d) (ImageSource), 43 (2) (Blend), 50 (b), 70 (image100), 68 (mr), 92, (Digital Vision), 76 (b) (Goodshoot); Reuters/Corbis for p.36 (t); Rex Features for pp.34 (tr), 36 (m); Royalty Free/Corbis for pp.10 (t), 82 (t); Pete Saloutos/Corbis for p.100 (t); Skyscan/A Sanger-Davies/[www.photographersdirect.com](http://www.photographersdirect.com) for p.73; courtesy of Tea UK Ltd [www.drinkmechai.co.uk](http://www.drinkmechai.co.uk) for pp.32 (br), 33; courtesy of Tesco PLC ([www.tesco.com](http://www.tesco.com)), © tesco.com, 2005 for pp.86, 103; TIPS Images for pp.82 (c), 108 (l), 110; Topfoto for p.19; courtesy of Tourism New Zealand for p.69 (W. Stone); Unilever © Unilever 2005 for p.29; Bill Varie/Corbis for p.112 (t); courtesy of Susan Ward for p.25; Henry Westheim Photography/Alamy for p.58 (t); courtesy of Charlotte Weston for p.71; William Whitehurst/Corbis for p.18 (t); Rob Wilkinson/Alamy for p.90 (t); Jeff Zaruba/Corbis for p.104 (t).

Every effort has been made to trace the copyright holders, and we apologise in advance for any unintentional omissions. We would be pleased to insert the appropriate acknowledgement in any subsequent edition of this publication.

**Photo research:** Kevin Brown

**Text design and layout:** Hart McLeod

**Project management:** Jane Coates

**Edited by:** Catriona Watson-Brown

**Production controller:** Gemma Wilkins