

UNIT

1 Staff development and training

Vocabulary

Complete the text below with the words and phrases in the box.

certificates degree development employees experience qualifications recruit
 skills training training course

Our company uses a professional agency to **1** *recruit* new **2** The company is a management consultancy, so most new workers have a university **3**, even if they are too young to have very much work **4** The company really believes in staff **5** All new employees are given a two-week **6**, when they start to learn about the company and its working methods. This is followed by further on-the-job **7** so that they can learn the necessary **8** to do their work well. They also need the professional **9** which are expected by our clients – **10** and diplomas and so on.

Grammar

1 Are these words countable (C) or uncountable (U)? Where necessary, use a dictionary to help you.

- | | |
|-------------------------------|--------------------|
| 1 advice U | 18 machine |
| 2 cargo | 19 postal mail |
| 3 comment | 20 page |
| 4 computer program | 21 printing paper |
| 5 cost | 22 price |
| 6 email | 23 recruitment |
| 7 equipment | 24 research |
| 8 fact | 25 software |
| 9 feedback | 26 spending |
| 10 freight | 27 study |
| 11 holiday | 28 team |
| 12 information | 29 teamwork |
| 13 job | 30 training |
| 14 journey | 31 training course |
| 15 knowledge | 32 transport |
| 16 sick leave (time off work) | 33 travel |
| 17 lorry | 34 work |

2 Complete this job advertisement with a/an if the noun is countable and singular. Leave the gap blank if the noun is uncountable or plural.

Looking for **1** work in **2***an*..... advertising agency? Publicity Plus is recruiting **3** trainee writer to work with the creative team on **4** advertisements in a range of sectors. You may also from time to time be asked to write **5** advertisement or leaflet. **6** formal qualifications are not necessary, but **7** experience in **8** marketing is desirable. We are offering **9** permanent contract to the right person. **10** satisfactory performance will lead to **11** quick promotion. For the right person, our company is **12** business with **13** future! For more **14** information, write to info@publicityplus.com.

3 Complete the questions below with the question words or phrases in the box. You will not need all the words/phrases.

how how long how many how much how often what when where
which ~~who~~ why

- 1 *Who* is your boss? Ms Jones?
- 2 have you worked for this company?
- 3 office would you prefer to work in: company headquarters or a regional office?
- 4 did you go to school – in this country or abroad?
- 5 do you go on holiday – once a year or more often?
- 6 job would you like to be doing in ten years' time?
- 7 people work in your office?
- 8 would you like to earn?

4 Put the words into the correct order to form questions.

- 1 enjoy / job / do / about / What / your / most / you / ?
What do you enjoy most about your job?
- 2 your / there / about / you / job / anything / Is / dislike / ?
- 3 How / travel / you / to / often / job / for / have / do / your / ?
- 4 many / are / your / employees / there / How / company / in / ?
- 5 work / of / line / this / into / get / you / did / How / ?
- 6 What / think / years' / you / time / you / in / will / be / do / doing / ten / ?

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Guy Brook-Hart

Excerpt

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UNIT

**2 Job descriptions
and job satisfaction****Vocabulary****1 Complete the text below with the words and phrases in the box.**

budget deadlines launch projects results targets team leaders teams

In my company, nearly all work is done in **1** *teams*, so all our managers are **2** I found this quite easy to adapt to, because at Business School we worked together a lot on **3**, and this got me used to working towards goals or **4** and meeting **5**

I work in Research and Development, and we get real satisfaction from taking new products through from the original idea to the **6** perhaps one or two years later. I'm a financial manager, so a lot of my work involves ensuring that we get the best possible **7** from our projects while keeping within **8** limits – and that involves strict cost control.

2 Complete this table with the missing word forms.

verb	noun	adjective
1 <i>satisfy</i>	satisfaction	2
develop	3	4
supervise	5	6
manage	7	8
recruit	9	
10	11	challenging
	12	responsible
perform	13	
invest	14	
15	finance	16
promote	17	18
effect	19	20

Grammar

1 a Complete the text below with a verb from the box in the correct tense – past simple or present perfect.

be become do encourage joined move pass spend work

I 1 *joined* BP as a graduate trainee four years ago. I 2 just three months in the production department and then they 3 me to marketing. Since then, I 4 in three different divisions of the company and I 5 an overseas posting as well – I 6 Assistant Divisional Manager in Venezuela for six months last year. The company 7 me to continue training, and last month I 8 my professional exams and 9 a member of the Institute of Chartered Engineers.

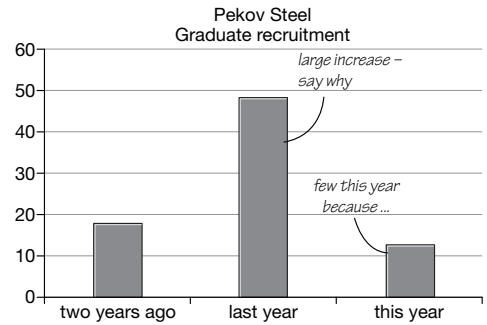
b Write a similar paragraph to describe your own student or professional career.

2 Study this chart, which shows staff numbers in an Austrian engineering company, and complete the extract below from the report by putting the verbs in brackets into the correct tenses.



Two years ago, Tiroltechnik 1 *employed* (employ) 230 members of staff, most of whom 2 (work) on large-scale state-funded projects in western Austria. However, last year the government 3 (decide) to reduce its budget, so the company 4 (have) to temporarily lay off 40 employees. Fortunately, this year the company 5 (sign) contracts to equip two large factories in the region, with the result that it 6 (be) necessary to take on 50 extra staff.

3 Write a paragraph for a report on this Russian company using the handwritten notes. Use the paragraph from Exercise 2 as a model.



UNIT

3 Getting the right job

Grammar

Complete this email of enquiry by putting the correct preposition in each gap.

Dear Sir or Madam,

I am a 22-year-old student **1***of*..... psychology **2** the University of Hanover in Germany and I am writing to enquire **3** career opportunities **4** your company. I have visited your website and I see that you have an innovative and open-minded approach **5** the recruitment and management **6** personnel within your company. I am **7** my final year of a five-year course of studies and am particularly interested **8** working **9** the area of personnel recruitment. My particular specialisation is psychometric testing, and **10** my final project, I have investigated the efficiency of such tests **11** predicting the work performance of prospective employees. I would be most grateful if you could send me information **12** what opportunities exist in your company, either **13** a graduate trainee **14** a year's time or for an internship **15** the near future. Could you also tell me how I should apply?

Thanking you **16** advance.

Yours faithfully,

Reading

Read this email of application. In most lines, there is one extra word. It is either grammatically incorrect or does not fit in with the meaning of the text. Some lines, however, are correct. If a line is correct, put a tick (✓). If there is an extra word in the line, cross it out.

Dear Sir,

I am writing ~~for~~ to apply for the post of manager in your new branch to be opened in Lewisham, as advertised in the *Daily Gazette* of 5 November.

As you will now see from my enclosed curriculum vitae, I am a 33-year-old graduate qualification in social sciences from the University of Bristol, with eight years' of experience in management posts within the retail trade, my current position is being that of Assistant Manager at a branch of Dixons in Southampton.

Since my leaving university, apart from practical experience in the various posts I have held, although I have studied extensively at night school, attending courses in Negotiating Skills, Personnel

1 *for*

2 ✓

3

4

5

6

7

8

9

10

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Management and Marketing. Dixons have also sent for me on	11
various of internal courses in the same areas.	12
I am so interested in the post advertised because it seems to me	13
to represent the type of opportunity I am looking for – to move into a	14
large international retailing organisation and going to have the	15
experience of setting up a new store from the start.	16
I hope for my application and my curriculum vitae will be of	17
interest to you. I am available for interview at any other time,	18
and my present employers would be happy to supply you a reference.	19
I am look forward to hearing from you.	20
Yours faithfully,	

Vocabulary

- 1 Complete the sentences below with the words from the box. In some cases, more than one answer is possible.

contribute happy interested lucky ~~passion~~ pride rewarding value

- I have a real *passion* about people and helping them to develop.
 - I take real in my company's products and being able to present them to customers.
 - I think what I most to my project team is my analytic mindset.
 - I the help and support I get from my colleagues in meetings.
 - I'm to be working with a global company which offers work opportunities across five continents.
 - I've always been in working in IT, right from when I was a small child.
 - It's for us to see tangible results for the work we put in.
 - Learning new skills is what really makes me – if I go home at the end of the day feeling I've learnt something new, I'm euphoric.
- 2 Complete these sentences by forming an adjective from the word in brackets.
- I found the training course very *interesting*. (*interest*) but a little too long.
 - The report was very (*detail*) and highly (*inform*).
 - The staff canteen isn't (*open*) until ten o'clock.
 - What would be a (*convenience*) time for us to meet?
 - I offered her promotion, but she wasn't (*interest*).
 - If you are (*absence*) from work for more than two days, it's taken out of your annual leave.

UNIT

4 Making contact

Reading

Complete these two telephone conversations by putting one word in each gap.

- Maribel: Finance department. **1** *How* can I help you?
 Manfred: Good morning. Can I speak **2** Maribel Arroyo, please?
 Maribel: **3**
 Manfred: Oh, hello. **4** is Manfred Steiner from Arts International.
 Maribel: Hello, Mr Steiner. What can I do **5** you?
 Manfred: Well, it's about an invoice – you sent the order we placed, but you forgot to include the invoice, so we can't pay you.
 Maribel: Oh, that's not my department, I'm **6** , Mr Steiner. That's Mary Slade in Invoicing.
 Manfred: OK. Can I speak to her, then, please?
 Maribel: Sure. I'll put you **7**
 Manfred: Thanks very much.
 Maribel: Not at **8**
 Jane: Jane Ashley.
 Alan: Oh, hello, Jane, I've been trying to call Tracy, but she's not answering the phone, and it's rather urgent.
 Jane: Who is **9** , please?
 Alan: **10** is Alan Searle.
 Jane: Oh, hello, Alan, I didn't recognise your voice. I'm **11** she's in a meeting at the moment and she's left instructions that she's not to be disturbed. Can I **12** a message?
 Alan: Yes, can you ask her to call me as soon as **13** ?
 Jane: Yes, of **14**
 Alan: **15** you very much. Bye.
 Jane: Goodbye.

Grammar

- 1 Look at the leaflet on the next page from the Skills Development College and complete the report below it by putting the adjectives in brackets into the comparative or superlative form.

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SKILLS DEVELOPMENT COLLEGE

course	Basic Computer Skills	Advanced Computer Skills	Introduction to Accounting
length	4 weeks	6 weeks	10 weeks
hours per week	4	6	8
timetable	Fri. 4–8 p.m.	Mon. and Weds. 9 a.m.–12 p.m.	Mon.–Thurs. 8–10 p.m.
trainees per class	8 max.	6 max.	20 max.
price (per student)	€200	€300	€150

The Skills Development College offers three courses (see accompanying leaflet) which might meet our staff training needs during the next year. The one which is **1** *least useful* (*useful*) is the Basic Computer Skills course, since all our staff have basic computer literacy. The Advanced Computer Skills course could be **2** *more appropriate* (*appropriate*), especially for some senior managers who have had little time for intensive training. However, it is scheduled at the **3** (*inconvenient*) time on Monday and Wednesday mornings, just when managers are likely to be **4** (*busy*). In addition, the course is **5** (*expensive*), which means that we will be able to give training to **6** (*few*) staff on our present budget. The course which **7** (*many*) of our junior staff could benefit from is the Introduction to Accounting. This is run outside office hours (8–10 p.m. Mon.–Thurs.), which means that it will have **8** (*little*) effect on the running of our offices. However, it is likely to prove **9** (*costly*) than it appears, as we will have to pay overtime to staff attending the course. Also, the **10** (*large*) size of the classes reflects the fact that the course is **11** (*theoretical*) than the computer-skills courses, which have a **12** (*hands-on*) approach.

- 2 Each of the sentences in this extract from an in-company training manual contains wrong information for new staff. Correct them by changing the phrases in *italics* to the exact opposite. In some cases, more than one answer may be possible.**

Remember, when greeting clients choosing the right words is **1** *much more less important than* the way you dress and your body language. This is because it takes **2** *a little more than* a minute for you to make a first impression and often **3** *much later than* you have had a chance to speak. Once you've made a first impression, it's **4** *much easier* to change it than you think. So, **5** *you needn't prepare* well for that meeting. Dress **6** *slightly less formally than* you normally would in the office. If the meeting is on the phone, remember that your choice of words is **7** *a lot more important than* your tone of voice, so **8** *it really doesn't matter at all* if you sound tired or uninterested.

UNIT

5 Breaking into the market

Vocabulary

- 1 Read this text about inventors and choose the best word – A, B, C or D – to fill each gap.

It is not easy for inventors to 1 a new product, especially when they have to 2 with large consumer-products companies which have a marketing 3 of millions of pounds. Essentially, inventors have to carry out market 4 beforehand in order to discover who might need or want their product, and what 5 they might be prepared to pay. For a small company, the most effective marketing 6 is to demonstrate the product to potential customers first, so that they know what they are buying. 7 your marketing efforts on existing customers in order to ensure their 8 If you can do that, you will discover that they talk about the product to other people, and 9 recommendation is the most cost-effective way of extending your customer base.

Before undertaking costly 10 activities, such as printing brochures and taking out advertisements, use your imagination to see if you can reach your 11 customers without spending so much. You can 12 your product at relatively low cost by handing out free 13 at big events, and sending your product to journalists, who, if the product interests them, may write an article about it in a magazine or newspaper. All these activities will raise brand 14

Be ready to sell directly to customers, but, if your product is a consumer product, it is worth approaching retail stores to see if they will 15 it, too.

- | | | | |
|--------------------|------------------|----------------|----------------|
| 1 A introduce | B launch | C establish | D start |
| 2 A compete | B win | C oppose | D struggle |
| 3 A resource | B fund | C budget | D account |
| 4 A research | B investigations | C tests | D studies |
| 5 A money | B cost | C total | D price |
| 6 A manoeuvre | B scheme | C move | D ploy |
| 7 A Employ | B Focus | C Aim | D Direct |
| 8 A constancy | B presence | C loyalty | D faithfulness |
| 9 A word-of-mouth | B mouth-to-mouth | C face-to-face | D eye-to-eye |
| 10 A publicity | B promotional | C selling | D sales |
| 11 A end | B direct | C target | D objective |
| 12 A communicate | B inform | C announce | D market |
| 13 A examples | B copies | C samples | D pieces |
| 14 A understanding | B awareness | C knowledge | D information |
| 15 A hold | B shelf | C keep | D stock |

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2 Find these phrases (1–8) in the Reading text in the Student's Book on page 29, then match them with their definitions (a–h).

- | | |
|--------------------|---|
| 1 take risks | a accept a particular job or responsibility |
| 2 word gets around | b ask someone to do a particular job |
| 3 go digital | c do something that might be harmful or dangerous |
| 4 bring in | d lots of people hear about it |
| 5 brand ambassador | e move across to another side |
| 6 cross over | f put on the Internet |
| 7 take on | g someone who represents the product |
| 8 fit into | h suit |

Grammar

Complete this email from the CEO of a company to the Finance Director by putting the verbs in brackets into the correct form: *-ing* form or infinitive.

Dear Colin,

I am writing **1** *to express*. (*express*) my concern about the situation of several of our product lines. Sales appear **2** (*be*) falling in several of them. I suggest **3** (*increase*) our marketing budget this year by about 20%. I think we will have **4** (*spend*) more on advertising in order **5** (*raise*) brand awareness. Competition in our sector has been increasing, and we have to avoid **6** (*lose*) market share to our competitors, which is something we risk **7** (*do*) by **8** (*follow*) our present strategy. Also, by **9** (*contact*) our main customers directly, we may be able **10** (*find out*) why our products are losing competitiveness. I think it would be worth **11** (*do*) this, and also **12** (*think*) about **13** (*develop*) new lines and **14** (*innovate*) a bit more. Perhaps we could arrange **15** (*meet*) sometime **16** (*discuss*) this. I would be happy **17** (*see*) you any time next week.

Looking forward to **18** (*hear*) from you,

Vince

Writing

Write a short reply to Vince's email above.

- Agree to a meeting.
- Explain why it may be difficult to increase the budget.
- Suggest a suitable time.