

Unit 1

LANGUAGE AND SKILLS TEST

Language

1

1 b

2 a

3 d

4 b

5 c

6 d

7 c

8 b

9 a

10 d

2

1 will be doing

2 Will you still be working

3 will you have achieved

4 will be doing

5 will have disappeared

6 will have created

7 will have moved

8 will have built

9 will have finished

10 will be going

3

1 b

2 c

3 a

4 c

5 b

4

1 based

2 responsible

3 main

4 involved

5 going

5

1 on

2 CORRECT

3 about

4 for

5 an

6 been

7 CORRECT

8 if

9 to

10 CORRECT

SKILLS

Short listening

6

1 Max Ludigen

2 Leadership

3 on holiday / away

4 extra costs

5 quality control

6 online

7 components

8 apology

Reading

7

1 C

2 A

3 D

4 B

5 A

6 D

7 C

Writing

8

Model answer

Dear All

CHANGE THE COMPANY AND EARN EXTRA HOLIDAY!

Want to take part in changing our office culture and earn extra holiday this year? Then you are sure to be delighted that we are holding a staff competition to improve your working environment.

The company is offering every member of staff the chance to participate. We are doing this because we value all our employees and feel everyone should be involved in any changes which will affect them.

So, we'd like each one of you to come up with different and innovative ideas; your suggestions could relate to office space, catering, dress code or anything that makes our office a better place to work. All you have to do is complete the online form by the end of the month. You should include details about how your suggestion would operate in practice, as this will determine who receives the prize amongst employees with similar ideas. The prize we are offering is two days' extra holiday for each suggestion which the company implements, with a maximum of three suggestions being implemented this year.

If you are interested or have any questions, please contact the HR team as soon as possible.

Yours sincerely,

HR Manager

LCCI ENGLISH FOR BUSINESS

Model answer

Would you like to learn a new language or spend time working abroad? Then why not take advantage of some exciting new company schemes?

As you know, everyone at EurAm Foods will soon be working very closely with their international colleagues as we all take a more standardised approach to our operations. To encourage stronger relationships, the company is happy to announce that

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they are offering various opportunities for staff to get to know their international colleagues while learning and travelling.

Firstly, because we believe good communication is key to success, training courses will be soon be offered globally – by webinar – so that you can train alongside your colleagues in other parts of the world. In addition, the company is going to offer language classes to staff who frequently travel or staff keen to add it to their professional development. Click on the link to find out which language courses will be offered and discuss availability with your Line Manager. Even more exciting is the new office work-exchange programme. Staff will be able to spend three months working in an office abroad while an international colleague replaces them at home. Places for this are limited and employees must have a minimum of three years' service in the company to qualify. Let your HR representative know if you wish to apply for a placement.

And finally, there is going to be a competition to design a new uniform for shop-floor staff worldwide.

The competition is open to any employee and the winner will receive a €1,000 EurAm Foods Voucher and two days extra holiday this year. For full details of the competition, click on this link.

These opportunities will be available very soon. Don't hesitate to contact your HR representative if you have any questions on any of these exciting new opportunities.

Unit 2

LANGUAGE AND SKILLS TEST

Language

1

- 1 b
- 2 d
- 3 c
- 4 a
- 5 c
- 6 b
- 7 c
- 8 a
- 9 b
- 10 d

2

- 1 could be given more
- 2 ought to / should be employed
- 3 can be done
- 4 has to / must / needs to be spent
- 5 mustn't / shouldn't be forgotten
- 6 needs to be developed
- 7 could be improved
- 8 would / could be recruited
- 9 does not have to be introduced
- 10 might / may not be given

3

- 1 a
- 2 c
- 3 c
- 4 b
- 5 a

4

- 1 (a)round
- 2 ensure
- 3 agree
- 4 step
- 5 hear

5

- 1 you
- 2 CORRECT
- 3 at
- 4 as
- 5 in
- 6 of
- 7 all
- 8 CORRECT
- 9 CORRECT
- 10 it

SKILLS

Short listening

6

- 1 quotation
- 2 3 / three
- 3 basic management
- 4 venue
- 5 Balen
- 6 the-job
- 7 positive feedback
- 8 HR manager

Long listening

7

- 1 b
- 2 c
- 3 a
- 4 a
- 5 c
- 6 b
- 7 a

Writing

8

Model answer

Dear Mr Barnet,

Thanks for your email. I'm surprised that I have to choose two courses, as I understood I could choose only one. I would definitely like to attend the in-house Dealing with conflict course on 12/13 June. As I am having a few problems with a difficult team member, it is important to attend a course that will help me deal with them.

For the second course, it would be very helpful if I could attend the Working with different cultures course because we are now working in multicultural teams. However, I'm concerned about the dates because this course comes straight after my first choice. Would it be possible to do the culture course later in the year? In addition, please could you let me know if the residential course is two or three nights away?

Regards,
John Harding

LCCI ENGLISH FOR BUSINESS

Model answer

Dear Mr Sanders

I am writing to request some more professional training as this is my first management position. Following my three-month appraisal, I realise that I need to improve my skills in some areas. I have found some excellent courses offered by a company called NPY Training. As my appraisal suggests I sometimes have problems communicating with my staff, it is important I attend the Communication Skills course, reference NPY CS1. According to my manager, it is vital that I develop skills in active listening and giving clear feedback so that I can fully understand staff issues and communicate decisions more effectively. As it's an online course over 30 hours, I can complete it in my own time. The cost of this course is €800.

I am also interested in developing my skills in effective planning. My manager believes this will help me to organise my workload better and complete tasks on time. It will also teach me to create realistic schedules for my team. The Effective Planning course (NPY EP1) only takes one day and costs €400. The next course is on 8th September and my assistant is happy to cover for me on that date. I am attaching full details of both courses. I would like to attend them as soon as possible.

Because registration for the Effective Planning course closes soon, could you let me know if I can attend this course by tomorrow afternoon? As I understand it, there is only one place left.

Best regards,

Unit 3

LANGUAGE AND SKILLS TEST

Language

- 1
- 1 c
- 2 d
- 3 c
- 4 b
- 5 a
- 6 a
- 7 d
- 8 b

- 9b
- 10 d

2

- 1 probably won't have
- 2 are certain to cut
- 3 won't rise significantly
- 4 are unlikely to decrease
- 5 is due to be built
- 6 will probably increase
- 7 are likely to sponsor
- 8 also certain to
- 9 definitely going to open / definitely opening
- 10 are due to open

3

- 1 turn
- 2 with
- 3 made
- 4 approach
- 5 time

4

- 1 b
- 2 a
- 3 b
- 4 c
- 5 c

5

- 1 of
- 2 caused
- 3 despite
- 4 cause
- 5 coming

SKILLS

Short listening

6

- 1 Staff numbers
- 2 2,256
- 3 operating costs
- 4 positive effect
- 5 commercial mortgage
- 6 Clarebigh
- 7 cash flow
- 8 current performance

7

- 1 c
- 2 a
- 3 b
- 4 c
- 5 a
- 6 d
- 7 c

Writing

8

Model answer

This has been a challenging year, largely as a result of the global economic depression, which has caused a downturn in our key markets: Europe and the Americas. Here we had to make many tough decisions. However, our entry into two new markets, India and Australia, has helped to reduce the losses. In spite of the challenges, we finished the year with group sales of \$30 billion, compared to \$40 billion last year. Sales fell 30% in the USA, while European sales were down 20% on the previous year. On the other hand, sales in India were very encouraging for our first year. Our sales there reached \$3 billion and they are growing steadily. Australian sales saw a slower start, but the year ended with total sales of \$88 million.

Unfortunately, we had to close three stores in the USA and four across Europe, although our online sales remain steady in all of those particular markets. Our plans for the future include launching a new high-end brand in North America and Europe to boost sales in those regions. We are also planning to open two small stores in Australia and six in India, which gives us cause to be optimistic.

LCCI ENGLISH FOR BUSINESS**Model answer****Executive summary**

2018 was a very challenging year for WeatherWorld Tents, with mixed results. There were sales declines in some markets, which were caused by the economic slowdown across Europe and North America. However, with economies booming in Australia and some parts of South East Asia, there was some good news. Overall, we finished the year with total sales revenue of \$23 million, up 2.5% on the previous year.

With regard to sales in Europe, these were down 9% on the previous year. This figure was largely a result of the economic slowdown and the arrival of a major new competitor, who came into the market with extremely competitive prices. In North America, it was very similar – sales fell by 7%. These results have led to the company having to make a number of tough decisions in order to lower operating costs, improve efficiency and therefore remain competitive. Decisions include investing in setting up a new factory in India as well as planning a major restructuring of the company.

The good news is that sales in Australia and South-East Asia really took off, and contributed 30% of the total sales revenue. This gives us cause to be optimistic and we anticipate that these regions will continue to grow over the coming year.

We were very pleased to be able to give our shareholders a 2% dividend, which is slightly lower than last year, but better than we expected. We are very optimistic about the future as we continue to reduce operating costs and carry out the company

restructuring. The overall forecast for the coming year looks promising.

Unit 4**LANGUAGE AND SKILLS TEST****Language****1**

- 1 b
- 2 a
- 3 d
- 4 c
- 5 a
- 6 c
- 7 b
- 8 b
- 9 b
- 10 c

2

- 1 won't be able to access the app unless
- 2 will survive if they develop / won't survive if they don't develop
- 3 on condition that you spend
- 4 doesn't / won't lose its competitive edge providing it keeps
- 5 we had the funds, we could invest
- 6 will increase as long as we use
- 7 get this service if you have
- 8 I were you, I wouldn't recruit
- 9 provided you offered
- 10 staff like it if we asked them

3

- 1 down 2 deal 3 back 4 point 5 go

4

- 1 b 2 a 3 c 4 b 5 b

5

- 1 to 2 order 3 recover 4 sum 5 recommend

SKILLS**Short listening****6**

- 1 complicated
- 2 virus
- 3 holidays
- 4 hours
- 5 midday
- 6 dinner
- 7 quantities
- 8 contract

Long listening**7**

- 1 b
- 2 a
- 3 c

- 4 c
5 a
6 b
7 b

Writing

8

Model answer

This proposal evaluates the use of two office software products to improve efficiency. Recently there have been complaints about our current software, so we have decided to upgrade it. I have looked at two packages, IKL Admin Software and HVRT IT.

The IKL package is aimed at small businesses with up to twenty employees only. Although we currently only have fifteen employees, we plan to expand soon. IKL does offer a useful technical service contract, but it's very expensive.

The HVRT package is for companies with up to 50 employees, which is great for our expansion plans. Their software provides all the functions we need although they only have a built-in helpdesk.

I therefore propose that we purchase the HVRT package as it offers more features and allows the business to expand. It is also less expensive as there is no service contract.

LCCI ENGLISH FOR BUSINESS

Model answer

This report aims to assess the damage that recent customer complaints have had on the business and to propose ways to deal with the problems. Recently, there have been a large number of complaints that orders have been sent incorrectly and deliveries have failed to arrive on time. We have always been very proud of our excellent customer service, so this situation is very disappointing. In addition, we have received emails from angry customers saying that the Customer Service staff are rude and very unhelpful.

In order to solve these problems, we need to do two things. Firstly, I propose that we give Customer Service staff more training in how to deal with customers and the importance of keeping them happy. Despite the high cost, if the Customer Service department is well trained, customers will feel that they are being thoroughly looked after and that we really care. This is crucial in retaining customers. Secondly, we should invest in a new order and distribution processing system to minimise the possibility of delivery errors in the future.

I have look at several automated systems and feel that the best solution would be the DVStar System. It has excellent reviews and focuses particularly on customer satisfaction at each stage of the order and distribution process. For example, it tracks customer orders at every step of the way for both the business and the customer. It can be tailored to our needs and

allows for same day pick, pack and dispatch for orders made before 2 p m. The system also minimises errors by checking postcodes, which should solve our delivery problems.

I therefore recommend that we purchase this system as soon as possible.

Unit 5

LANGUAGE AND SKILLS TEST

Language

1

- 1 c
2 d
3 a
4 b
5 d
6 a
7 c
8 b
9 c
10 a

2

- 1 Even though
2 despite
3 on the other hand
4 However
5 despite
6 Nevertheless
7 though
8 although
9 Despite
10 in spite

3

- 1 on
2 picture
3 making
4 for
5 why

4

- 1 b
2 a
3 b
4 a
5 c

5

- 1 a
2 that
3 less
4 CORRECT
5 the
6 well
7 more
8 Despite
9 been

10 CORRECT

SKILLS**Short listening****6**

- 1 promotion
- 2 leave
- 3 more challenging
- 4 most experienced
- 5 performance review
- 6 Monday-Thursday
- 7 honest
- 8 negative comments

Reading**7**

- 1 E
- 2 C
- 3 F
- 4 G
- 5 D
- 6 A
- 7 B

Writing**8****Model answer**

Dear Marc,

I am pleased to report that you demonstrate some very good management skills in your role as Sales Manager. You display great aptitude for dealing with problems and communicate well with both your staff and clients. You demonstrate the ability to listen carefully and actively and seem to be quick to understand new ideas. You are always ready to praise your team when they do something well and give them constructive feedback.

I am encouraged by your work so far, although there is one area which I feel could be improved on.

Meeting most of your team targets has been a great achievement, but unfortunately your team has not exceeded any of them. It seems that there may be a lack of motivation among some members of your team. This can easily be resolved with more targeted training through a course which focuses on how to get the best out of your staff. I am confident that this will ensure that you develop the best sales team you can.

I am sure that in the coming months you will continue to develop your skills.

Yours sincerely,

LCCI ENGLISH FOR BUSINESS**Model answer**

Dear Edward,

I am pleased to report that your appraisal overall was very satisfactory. You demonstrate a good knowledge of your job and perform the necessary duties very well. Furthermore, your attitude towards

your job is very positive at all times and you are well-motivated.

I am impressed with what you have done this year despite not being able to achieve all your goals. I understand that you felt they were unrealistic and your line manager accepts that they may have been set quite high. However, he feels that you did a good job in difficult circumstances and he will set more realistic targets this year.

However, there are two areas where your line manager feels that you need to improve – teamwork and communication. You state that you find it difficult to share work with your team, especially when you are responsible for them achieving their goals. I feel that more training in encouraging teamwork will help you and the team improve in this area, so we will organise this for you. In addition, it seems that you sometimes have problems communicating with your team. The team would benefit greatly if you could better understand some of the issues they face and provide clearer feedback. This can easily be resolved with more targeted training in leadership and communication.

Nevertheless, I am confident that you will continue to contribute effectively to the company. With the relevant training and some demonstration of improvement in your performance, you could take on more responsibility, which will help your career development in this company.

Yours sincerely,

Unit 6**LANGUAGE AND SKILLS TEST****Language****1**

- 1 b
- 2 d
- 3 c
- 4 d
- 5 b
- 6 c
- 7 c
- 8 a
- 9 d
- 10 a

2

- 1 wouldn't have lost, if we had invested
- 2 would have been sold if we hadn't won
- 3 might not have been, if all the products hadn't been recalled
- 4 If we hadn't built, we would have had
- 5 might not have got, if I hadn't worked
- 6 Would we have saved, we had invested
- 7 would have been, if our approach had been more
- 8 wouldn't have chosen, if they hadn't had
- 9 you have agreed to work, you had known
- 10 could have increased, if we had used

- 3
1 a
2 b
3 a
4 c
5 b

- 4
1 in
2 on
3 solution
4 side
5 How

- 5
1 CORRECT
2 to
3 been
4 of
5 to
6 CORRECT
7 with
8 any
9 going
10 CORRECT

SKILLS

Short listening

- 6
1 face cream
2 red marks
3 ingredients
4 bacteria
5 legally
6 full refund
7 TV documentary
8 Production Director

7 Long listening

Section 1

- 1 H
2 A
3 C
4 G
5 F

Section 2

- 1 G
2 B
3 A
4 H
5 E

Writing

8 Model answer

Dear all,
We are pleased to announce that the company has decided to use fair trade suppliers in the future. Our

aim is to provide entirely ethically produced products from next year. Our purchasing manager has just returned from a trip to Africa where he has been able to source some excellent new suppliers.

As a result of his trip, we are now setting up a scheme to help these African producers and suppliers in order to improve their working conditions and pay. We are also helping them achieve the consistent quality we demand.

In addition, we are establishing a worker exchange programme. Many employees will have the chance to take advantage of this interesting new programme. Employees from the supplier companies will be able to work here in our UK offices for three months and workers from the UK can go to Africa to visit the suppliers' businesses. This will allow staff to see how the raw materials are produced. The programme will start next month, so if you are interested in taking part in this scheme, please let the HR manager know as soon as possible.

LCCI ENGLISH FOR BUSINESS

Model answer

We are pleased to announce that we have completed the investigation into the recent press articles about unethical business practices in some of our factories and the quality of our meals. Two factories were identified as having poor quality control systems, being unsafe, and using suppliers with unethical practices. We are delighted to say that procedures have now been put in place to avoid such problems in the future.

As part of the company's commitment to provide a safe working environment, we have developed a new code of ethics and everyone is encouraged to familiarise themselves with this document, which is now online. The new code of ethics includes the requirement for all our factories to have the same production and quality control processes and checks have started taking place in every factory in all the regions.

Another key point concerns ensuring that all suppliers match our ethical standards. We are now checking all meat suppliers more carefully to make sure that their staff are working in acceptable conditions and paid fairly. In addition, the welfare of any animals used in our food production must also match our new code, in order to supply quality meat. If you believe that someone is not following the code of ethics, you can report them to HR without identifying yourself. Staff or suppliers who do not follow these codes will be warned or dismissed for repeat offences.

We would like to encourage staff involvement to further improve our ethical approach so we have created a new online suggestion box. Full details are available on the website and employees will be rewarded for any ideas that are used.

Finally, the CEO is going to do a webcast to all company employees to accompany this newsletter. Further details will appear on the website, and we hope you will join us.

Unit 7

LANGUAGE AND SKILLS TEST

Language

1

- 1 b
- 2 a
- 3 d
- 4 a
- 5 b
- 6 c
- 7 d
- 8 b
- 9 c
- 10 d

2

- 1 to discuss ideas on a daily basis
- 2 working on the report all day
- 3 collect the goods any day
- 4 in a few weeks'
- 5 hardly ever praises
- 6 for work from time to time.
- 7 almost never leave work
- 8 didn't really like my job at first
- 9 by 7 p.m. at the latest
- 10 Now and then I get

3

- 1 close
- 2 chance
- 3 play
- 4 prioritise
- 5 returning

4

- 1 c
- 2 b
- 3 b
- 4 a
- 5 c

5

- 1 hit
- 2 Due
- 3 caused
- 4 therefore
- 5 latest

SKILLS

Short listening

6

- 1 Oxleighton
- 2 supplier

3 2,500

- 4 credit agreement
- 5 Reducing stress
- 6 three days
- 7 last Friday
- 8 managerial

Reading

7

- 1 b
- 2 c
- 3 d
- 4 c
- 5 b
- 6 a
- 7 c

Writing

8

Model answer

Dear Mr Smith,

I'm really sorry to tell you we've hit a big problem with Phase 1 of the school construction project in Doha. Due to unforeseen circumstances, we won't be able to meet the original deadline for Phase 1.

The reason for this is that our main supplier failed to deliver all the building materials on time. The problem was caused by a fire at their factory last week which has put them behind schedule. I tried to source materials of the same quality from other suppliers, but without any success. However, our supplier promises to deliver in two weeks' time.

I therefore propose that we start working on Phase 2 of the project, which is not dependent on these building materials. We will obviously need to reassess the overall schedule but I will have the final phase completed by the original deadline.

Yours sincerely,

LCCI ENGLISH FOR BUSINESS

Model answer

Dear Mr Raven,

I am really sorry to inform you that the St Kitts school project has hit a major problem and, as a result, we are unlikely to meet the Phase 2 deadline.

The main reason for the delay are construction issues with your new plans. Unfortunately, your architect was not aware of how much additional work the addition of four new classrooms would involve for us.

Unexpected problems have also arisen with extremely bad weather conditions that we had last night. Unfortunately, the severe storms have done a lot of damage to the main harbour at St Kitts which means we are currently unable to receive the materials we would need to complete the additional classrooms. Unfortunately, the goods cannot leave China while the main harbour is damaged here, so all

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new shipment orders are suspended and won't arrive by the scheduled date.

We are currently trying to solve the problem of getting the materials to the island as soon as possible. One possibility is to instruct the freight forward company to send them by air if the airport reopens soon. However, this will also be a much more expensive option and does not guarantee completion of the new classroom by the end of Phase 2. We are therefore proposing that we meet to re-assess the schedule and budget. Please let me know your availability in the next day or two.

I hope to hear from you soon.

Yours sincerely,

4 Are
5 go

5
1 been
2 CORRECT
3 who
4 more
5 about
6 even
7 very
8 CORRECT
9 often
10 are

Unit 8

LANGUAGE AND SKILLS TEST

Language

1

- 1 d
- 2 b
- 3 c
- 4 c
- 5 d
- 6 a
- 7 b
- 8 a
- 9 c
- 10 b

2

- 1 insisted (that) Mary applied
- 2 advised me to move
- 3 complained that none of the equipment worked / works in this/that
- 4 confirmed (that) they had been / were discussing
- 5 said he had finished the report the night before / last night
- 6 they informed us / them (that) they wouldn't / would not make any changes this / that / won't make any changes this year
- 7 said (that) they had / have spent
- 8 promised to help/promised (that) he would help me
- 9 advised me not to
- 10 she confirmed that she hadn't wanted / didn't want to

3

- 1 b
- 2 a
- 3 c
- 4 b
- 5 a

4

- 1 At
- 2 Feel
- 3 on

SKILLS

Short listening

6

- 1 renegotiate
- 2 double
- 3 8 / eight
- 4 minimum orders
- 5 Staff holidays
- 6 video meting
- 7 central processing
- 8 1st / first

Long listening

7

- 1 c
- 2 b
- 3 b
- 4 a
- 5 b
- 6 c
- 7 b

Writing

8

Model answer

CloCo, the specialist sports clothing company, has just announced a full review of the company's fair trade policy. This is as a result of a newspaper investigation into fair trade companies, which has uncovered some worrying allegations about some of CloCo's overseas manufacturing processes. The investigation indicated that working conditions were poor and that some of the materials used were not fair trade or organic as stated on the labels. Senior management have already gone to visit some of the factories to check for themselves and are due to complete initial reports by the end of the week. The company has always been very proud of its ethical approach to business and is very concerned about these allegations. The CEO, George Kramer, said he was deeply sorry about the news, if it proved to be true. He promised that the company would do everything it could to ensure that all staff, including those who work for

subcontractors, were paid a fair wage and had good working conditions.

It is expected that the full review will be completed in two months. CloCo also assured the public that they would keep them updated on the progress of the review.

LCCI ENGLISH FOR BUSINESS

Model answer

Europe Airways today announced that it has changed not only the way it looks but the way it looks after its customers.

Thirty years ago, Europe Airways was the customers' favourite airline, but sales declined in the last decade and the company performance was unsatisfactory. Since arriving last year, CEO Jack Saunders, has been determined to turn the company around. As a result, there has been a large restructuring of booking and IT systems, and increased staff recruitment and training.

Mr Saunders' vision of a first-class, customer-focused business, which brings comfort back to affordable travel, is to be launched with a brand-new image, which will highlight the changes. He has promised that this vision of a friendly, comfortable and reliable airline will become a reality when it re-launches this week.

Saunders assures the public that passengers will be looked after by the best-trained cabin staff in the industry, whose goal is to provide first-class customer service. In addition to excellent interpersonal skills, staff will now be able to speak a minimum of two languages in addition to English. In order to overcome problems with booking and boarding, new online booking and IT systems have been put in place and all support staff have been trained in using them.

As part of the re-branding, the company will re-launch with new colours on the planes – purple and white. Staff will also wear these colours in designer uniforms. To improve in-flight catering, a partnership has been signed with upmarket European supermarket chain Cuisine U, who will provide meals, drinks and duty-free items.

Europe Airways promises their new service will ensure each flight is a relaxing experience. To summarise the new image, Saunders says, 'It's not the destination that's important on our flights but the journey to get there'.