

BP_B2+_Test_01_01.mp3

1 I think your company can gain a lot from our events. Have you considered having a stand at our conference?

- a I don't want to go to the conference.
- b That sounds like a good idea. What are the costs?
- c I think it should be an exhibition.

2 We need to have an all staff meeting soon. What do you think about the Tuesday morning?

- a Errmm ... How about Tuesday?
- b I would love to come.
- c I think that's a good time for it.

3 I think we should meet with the company, but how would you feel about doing a presentation?

- a I would love to watch.
- b I felt ill last week.
- c That's fine by me.

4 You were at the tech conference in Seattle, weren't you? What were your thoughts on the event?

- a How about the next one?
- b It was really interesting.
- c I'd love to go.

5 We need to talk to the managers. Would they be interested in helping fund the charity run?

- a I think they'd be open to it.
- b That sounds great.
- c They are interested in running.

BP_B2+_Test_01_02.mp3

1 Sorry to interrupt, but I have the figures to answer your question.

2 That's a good question, but I'm afraid I don't know the answer.

3 Let me put you in touch with James in Sales to answer that.

4 I'm sorry. I didn't understand you. What's the question exactly?

5 Can you clarify what you mean by that?

BP_B2+_Test_01_03.mp3

Listening 1

A: Hi Timo, could you tell me about the results of the survey you did for Kitchens Direct? I want to include some of the key points in a presentation I'm doing later this week.

B: Sure, Jenny. It was quite interesting, actually. Kitchens Direct thought that their customers were unhappy with their appliances. That's why they asked us to do the survey. Anyway, it's not true. According to the survey, overall, they're satisfied.

A: Oh, really? And were there any negatives?

B: Well, a couple. Firstly, they think the range of products is a bit narrow and also the appliances are a little overpriced.

A: I see. And were there any suggestions?

B: Yes, there were. Quite a lot of the suggestions weren't practical – things like making everything cheaper. But quite a few customers suggested having a loyalty card.

A: Nice idea. So, have you got any follow-up work to do on this?

B: The client wants us to focus on how they could implement something like that – you know time, costs and so on.

A: Sounds interesting. Thanks a lot, Timo.

Listening 2

A: Good morning, HomePhones, how may I help you?

B: Hi, I was wondering if I could change my phone contract?

A: What would you like to change?

B: I need more data. I don't want to upgrade the phone because I like it, but I always run out of data too quickly by downloading music and photos.

A: Well, there are two things we could do. One is that your monthly payment would have to go up. Or I could change your contract and give you a new phone as well.

B: No, I definitely don't want a new phone. What would the new payment be?

A: Let me see. At the moment you're paying eighteen pounds for one gigabyte and if we increased it to two gigabytes, you'd have to pay twenty-five pounds.

B: Hmm. Well, maybe I should change the contract. Would it be cheaper than that?

A: Probably, yes. We can usually find customers a new contract at more or less the same price or cheaper.

B: OK. I'm going to have a look at some options on the website and call back tomorrow morning.

A: OK. Thanks for calling. Goodbye.

BP_B2+_Test_01_04.mp3

A: Hi Jane, how are you?

B: I'm good, thanks Mark. And you?

A: Um, OK, but I'm having trouble finalising the market research for next year's menswear range, so I'd appreciate your advice.

B: Yes, you mentioned that in your email. What exactly are you having problems with?

A: I'm finding it a bit difficult to choose between doing some focus groups or an online survey.

B: I see. And what's your thinking on these two so far? Can you see any advantage in choosing one over the other?

A: At the moment I'm thinking that an online survey to the customers in our loyalty programme

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would be better. They're already engaged with the brand so could give us some good insights.

B: But I get the feeling you're not entirely convinced about this, are you? Maybe I could suggest something. Why don't you spend some more time thinking about what you want to find out in more detail? You know, specify the main goals exactly, and then map those requirements across to the different research instruments.

A: Um, I'm not entirely sure I understand. Do you think you could help me?

B: Sure. Why don't you tell me what you want to achieve above all else with this research?

A: We want to get a clear vision of how young men between the ages of twenty-one and thirty want to style themselves in the workplace. What words are driving their style – is it professional, cutting edge, aspirational, that kind of thing.

B: Hmm, OK. And what are you going to do with this information?

A: Pass it on to the designers to get some initial sketches.

B: And then I presume you're going to need to test these designs out on the market, too?

A: Yes, we'll probably need to do that, too.

B: You know, if I were you, I'd do an online survey for the vision stage. If you're trying to understand that market more thoroughly, you want to try to get as wide a range of ideas as possible.

A: OK, yes.

B: I think you want to focus on volume of ideas first.

A: Right. Because it would be better for the designers to have more ideas to work with to spark their creativity.

B: Exactly.

A: And then, the focus groups would work much better for the designs, wouldn't they?

B: Yes, I agree. It's much easier to work with focus groups when discussing designs because you'll get to ask more follow-up questions and really find out what's driving people's opinions about the designs.

A: Mmm, yes. Thanks Jane. You've been really helpful.

B: That's OK, Mark. You're basically having the same issues that I had with some market research last year.

A: Oh really?

B: Yes. I was working on a campaign for a new range of bags. They were weekend travel bags, but we couldn't work out what age group to target. In the end, we sent out a survey to everyone on the customer database. We got enough responses to work out who to market to and then did focus groups to narrow down the design ideas.

A: I suppose these are typical problems really. I think the main reason I was struggling with this is that the brand vision doesn't seem to be as strong

as it was. I feel a bit like we're just responding to trends rather than leading on them.

B: It can feel like that sometimes. But remember that the customer might not see it that way and you won't know until you've been through all the market research.

A: You're right. Thanks for all the advice, Jane.

B: You're welcome. And good luck with it all.

BP_B2+_Test_02_01.mp3

1 You've got your presentation for our new client tomorrow, haven't you? How's it coming along?

a To be honest, not well.

b Putting you first, it's good.

c Being transparent, great!

2 So, if you take on this role, you'll be selling directly to customers. Have you done this before?

a On careful consideration, I have worked with people over the past five years.

b If the truth be told, I have worked with people face to face before.

c Having been in the sales business for a number of years, I feel confident I can do this.

3 I've seen a job in our Tokyo office. I'm not sure if it's a good idea. The job isn't as good as this one, but I'll get to live in an exciting city.

a I don't think you should go for that role. Think about your career.

b Well, after careful consideration, I think it is perfect for you. What is the job?

c Being fully transparent, tell me more about the job and we can discuss it.

4 Have you had any more ideas about hiring more staff in our Northern office?

a Having been in the business a number of years, I know the office really well.

b After careful consideration, I've decided not to employ anybody.

c Being fully transparent, I've decided not to work in the Northern office.

5 Hi Jim. It's Pete. I think we need to look at our cash flow. There is clearly a problem this quarter. Can you talk now?

a Let's be completely transparent.

b On further thought, I don't want to.

c I'd rather discuss this face to face.

BP_B2+_Test_02_02.mp3

Listening 1

Hello everyone. Today I want to start with a couple of things that we need to do for the new website. And I'll be allocating roles to specific people, too. First of all, we need to find someone that will give

us a reasonable quote. The last quote we had was much too expensive. Toni, I'd like you to get three quotes that are within budget from different web designers. And also can you make sure that they can do the work by the 2nd of August? We have the company summer party on Aug 8th and I want to present the new site to all staff. OK, so next there's the text. Currently, we have far too much text on the home page. I would ask Lucy to do this but she's on holiday so this time it will go to Maria. It's time we made more use of your excellent writing skills. Oh, and finally, I'd like an up-to-date photo of everyone for the new site. I've scheduled a photographer to come in next Monday morning, so please can everyone wear something appropriate. OK, let's move on to other things.

Listening 2

A: Hi Florencia, can I quickly update you on my talk with Bruno?

B: Of course. How did it go?

A: It was good actually. He responded well to some of my criticisms and we have agreed on a few changes.

B: That sounds positive.

A: Yes. We have agreed that he needs to improve his punctuality. I told him that he's been late a few times over the last month. Anyway, I said that he could start at 9.30 instead of 9 o'clock but he needs to make more effort.

B: Good. I hope it helps. I just think it's unprofessional to arrive late all the time. It sets a bad example to other members of the team, you know what I mean.

A: I agree. I told him that we are pleased with his work in general, but he needs to demonstrate a more responsible attitude when it comes to arriving on time.

B: OK. And have you scheduled another meeting to discuss his progress?

A: Oh no, I haven't. Thanks for reminding me. I'll arrange it for the end of the month.

B: Great.

BP_B2+_Test_03_01.mp3

Listening 1

A: So, Kim, shall we have a chat about the budget for next year?

B: Hmm, yes, we should probably do that now, shouldn't we? So, will there be any changes?

A: Some. We've spent less on office supplies this year compared to last year so I'm going to cut the money allocated for paper by 30 percent in next year's budget. I think people are printing less than they used to, which is great.

B: Yes, it is. Anything else?

A: Well, we exceeded the travel budget last year, so I think we need to have a closer look at this and review our travel policy.

B: Right, OK.

A: Also, next year we are stopping the use of landlines and moving to mobile phones and more online video conferencing. So, I want to invest in some better software to make sure our video calls are good quality.

B: OK.

A: And the last point is that I think it's time we asked people to work from home one day a week. The department is growing but I don't want to increase the budget for office space so that should solve it.

B: Right. I'll put this on the agenda for the next staff meeting so we can talk to everyone about it.

A: Thanks Kim.

Listening 2

This is a message for Alisha. So, Alisha this is Matthew. I want to let you know that I've approved your request for a company credit card. I've sent you a link for an online application form for you to apply. After you fill this in it takes a few days to process, and the company may call you as a safety procedure. Can you fill it in by Thursday? You'll have to go and pick the card up in person because you need to sign another form. I'm not sure if you remember that finance moved earlier this year – they're now on the fourth floor at head office, not the first floor. Anyway, let me know if you have any issues but not next Thursday or Friday because I'm at a training course and won't be checking email often. Bye.

BP_B2+_Test_03_02.mp3

A: Today, on *Money Matters*, we have Amber Lewis, a financial expert from Capital Holdings to give us some tips on saving money. So, Amber, you've been advising businesses about ways to save money for over ten years. What can you tell us that would be useful for people running a small business?

B: Right, well where do I start? Um, I think that the fundamental thing to be aware of is accounting. By that I don't mean that all small business owners should learn the same skills as an accountant. What I mean is accounting in the sense of being able to account for or know where your money goes and where your business tends to overspend. Without this knowledge, the techniques for saving I'm going to talk about aren't very useful.

A: Mmm. By this you mean people need to have a good overall understanding of their expenses?

B: Exactly.

A: And you mentioned techniques. Could you give us an example or two?

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B: Of course. Something that I always recommend to my clients is to use credit and debit cards differently. Use your debit card for essential everyday business expenses. You know things like stationery, travel, website and communication costs. By doing this your current account will always be up to date and your bills paid. Then your credit card can be used for one-off, larger items like office equipment. That way you'll be able to see if you can afford each item because you'll know how much money you'll have available.

A: That makes sense to me. And I imagine that system stops people from using their credit cards too often?

B: It can do, but not always. As with most things that require self-control, people need to remember that it will take time to change their behaviour. If someone is in the habit of using their credit card a lot, they may need to monitor what they are buying more closely for some time.

A: Of course. These things don't automatically become routine.

B: The next thing I want to talk about is not really a technique, but more of a habit. Once a year schedule some time to sit down and evaluate your business services to see if you can save money. There are two aspects to this habit. Firstly, decide if you still need all of them. For example, do you need a company telephone or would it be better to use some free video conferencing software? And then when you've worked out what is essential, do some research on different suppliers. Look at any delivery companies you use, as well as electricity and internet service providers. You may be able to get a better deal by switching to another supplier.

A: So, this is just like managing your personal finances really?

B: In many ways it is similar. But the finances of businesses are likely to change more frequently than our personal finances so it is more important. Regularly reviewing the financial needs of a business can actually make quite a big difference to your costs.

A: Right. And I was wondering if you have any advice about government assistance? Things like grants or benefits that small businesses can apply for.

B: That's a great question. There is a lot of government help available for small businesses, but it can be difficult to know how to find out about it. One reason is because the help is not the same, it depends on the sector you're working in and the type of help you might need. There are different helpline numbers you can call for tourism, construction, management, retail and so on, and my advice is to call rather than looking the information up on the website because that can be confusing. The advisors on the phone are very helpful.

A: Well, thank you Amber, I'm sure your advice has been extremely valuable for our listeners.

BP_B2+_Test_04_01.mp3

- 1 That doesn't sound unreasonable.
- 2 Can we look at this objectively for a moment?
- 3 I don't think that's a fair reflection of the facts.
- 4 If I follow you correctly, you mean that we need to extend the deadline?
- 5 How can we work together to move beyond this point?

BP_B2+_Test_04_02.mp3

Listening 1

A: Hello, IT support, how can I help you?

B: Oh, hi there. I'm a new employee. It's my first day today so I'm in the process of setting up my email and other IT things. Can you tell me what I need to do in order to get access to the company intranet?

A: Of course. Firstly, go to the staff page and click on where it says 'Create account'. Then enter your full name in the box.

B: OK, I've done that.

A: Good. Now, the system is going to ask you for the department, your employee number, which is written on the top left corner of your identification card, and your date of birth.

B: Right. Let me just put those details in. OK, what's next?

A: Click 'Save' and then the system will ask you to create a password. Please follow the instructions and make sure you keep it safe. Don't forget that you will need to create a new password on the 28th of each month.

B: Oh, OK. Is there anything else?

A: Don't forget to sign the internet use policy to say that you understand what you are and aren't allowed to do online.

B: OK, I will. Many thanks for your help.

Listening 2

A: Hi Nina. Have you got time to talk about the new IT security rules?

B: Of course. What's changed?

A: Well, quite a lot actually, which is why we're going to be running some training sessions. These start next week and they are compulsory, so you need to make sure all your team sign up for one of the sessions. There are some key legal changes which we need to follow so there are no exceptions to the training for anyone.

B: I see. And when will it take place?

A: There'll be a session every Tuesday morning for the next month so that everyone has a chance to attend. They'll be in the boardroom on the fifth floor. Sessions will start at ten and should last about three

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hours more or less. We want people to be able to discuss things so we've restricted the number of attendees to six.

B: That sounds like a good idea. I imagine a few of my team will have quite a lot of questions.

A: Well, to minimise the questions, we've prepared an information pack. Can you email this to all your team today?

B: Yes, of course.

A: Thanks Nina.

BP_B2+_Test_05_01.mp3

1 What do you think you could do to improve on your people skills?

- a Yes, there's room for improvement.
- b Well, I'd really like your help with that.
- c I've really improved my skills.

2 How would you describe your on-the-job performance?

- a I'll try to work better under pressure. Especially near deadlines.
- b If we had a better meeting system, that would help me greatly.
- c I've performed my role as well as I can in my opinion.

3 I think you've really excelled in your new role at the company.

- a I'd like to be manager.
- b I'll try to do better.
- c Thanks very much.

4 Is there anything in particular that you're not prioritising?

- a Yes, I'm sorry, I sometimes forget about invoices when I'm busy.
- b No, I've worked with many customers in the past.
- c Yes, I'm trying to develop organisation skills.

5 Where do you think there is room for improvement in the company?

- a I think we have improved greatly over the last year.
- b I think we could be more environmentally friendly.
- c I think we can achieve even more next year.

BP_B2+_Test_05_02.mp3

Listening 1

A: Hi, this is Nina in HR, how can I help?

B: Oh, hi, Nina. This is Liz Ellis from Marketing. I wanted to talk to you about my secondment to Berlin. Could you explain how I arrange where I'm going to live?

A: Sure. For the first week you'll stay in a hotel. During that week, Sabine, our Accommodation Manager will show you some flats. You need to choose one and sign the contract.

B: OK. Whereabouts in the city will the flats be?

A: They are all within twenty minutes walking distance from the office. And there are plenty of bus routes, too.

B: I'm going for one year so will I have to sign the contract for twelve months?

A: Well, a lot of secondments are for six months, so you'll sign the contract for six months and then you can sign it again later.

B: I see. That all seems fine. Can I just check what the rent includes?

A: In most cases, the rent will include all bills, but you may need to pay extra for parking. This will depend – not all the flats are like this.

B: OK. Well, I suppose I'll find out more about that when I get there. Thanks for your help.

Listening 2

A: Hi Kyle. You're back! How was your secondment?

B: It was amazing, Hannah. I really think you should do it next year.

A: Really? What was so good?

B: Well, you learn so much about yourself. You know, how to work with people from a different culture. You start to see your strengths and weaknesses from a different perspective.

A: OK. Give me an example.

B: Well, I thought I was good at communication, but it's different in a team of international employees. Your style of speaking must be clear for everyone.

A: Hmm, I see. I suppose that would be interesting.

B: Working somewhere new helps you reflect on your abilities and gives you some new goals to aim for.

A: Right. I can see how that would be good. I feel like I'm not really developing much anymore because I've been in the same job for so long.

B: So, going on secondment is a great way to tackle this problem. For me, it was like I found more energy and enthusiasm for my role. The job didn't change much but the environment did, and this made a huge difference.

A: Well, maybe I will think about it for next year!

BP_B2+_Test_06_01.mp3

1 My biggest mistake was not hiring enough temporary staff during the summer.

2 It meant that everyone had to work overtime.

3 With hindsight, I should have started hiring a month earlier.

4 The key takeaway for me from this experience is the amount of time required for recruiting extra staff during busy periods.

5 Going forward, I now know how to plan for this situation more thoroughly.

BP_B2+_Test_06_02.mp3
Listening 1

- A:** Morning Aneka, have you had time to read my report on the Brookes and Sunworld merger?
- B:** Yes, I did. I like it a lot. I thought you got the amount of content just right – not too long or short and I thought the layout was good – it was very clear.
- A:** Have you got any comments or suggestions?
- B:** Actually, there are a few things I would like to mention. Have you got time now?
- A:** Sure.
- B:** First of all, I think you could include some more statistics in section two to provide a stronger rationale for the merger.
- A:** OK. I have plenty more so that's not a problem.
- B:** And could you also take a look at section four – the section about mutual benefits. Rather than having them in a list, I think it would be easier to read if they were in a table.
- A:** Yes, I see what you mean. I'll reorganise that section.
- B:** And finally, can you give it to someone to proofread. There were a few spelling mistakes and these will need to be corrected before it goes to the client.
- A:** Of course, I'll ask Amon.

Listening 2

OK everyone, can I have your attention? So, the first point in today's meeting is a little bit different. I want to announce that we have successfully formed our new strategic alliance with Datacom. This is a great opportunity for both companies to benefit from our shared knowledge in order to build our businesses and expand our market share. So, let me just give you a bit more information on this partnership. The company is a leader in data science and therefore we'll be able to benefit from their market analysis. This will hopefully boost our reputation as we'll be able to offer our clients more in-depth analysis. In return Datacom will have access to our survey data which will enable them to develop new software. They are keen to improve the reliability of their analysis even further and we should be able to provide them with opportunities to do this. Over the next few weeks there will be events and meetings so that we can all get to know each other better.

BP_B2+_Test_06_03.mp3
Section 1
Speaker 1

I believe that alliances are positive, although I know not everyone agrees with me. For me, the key point is the publicity. If you form an alliance with another organisation, it is likely to be reported in the media

and therefore both companies get more publicity. The business media is very keen on reporting these kinds of partnerships like joint ventures, which is great for companies looking for self-promotion.

Speaker 2

When companies form a strategic alliance, it's kind of like a pause for reflection in the life of the company. Both companies need to develop a thorough understanding of the way the other does business. What are their main aims? How do they do things on a day to day basis? – that sort of thing. Then both companies can start to think about whether these routines and approaches are working or should be changed.

Speaker 3

One of the main benefits of alliances is the way other organisations change their perceptions of the business. This can be seen in the field of investment. If you are a larger company because of an alliance, you may present less of an investment risk. As a result, banks or other investors may be willing to put more resources into the company or increase the size of both long- and short-term loans.

Speaker 4

If we think about the fact that many business plans depend on the company continuing to grow, we realise the importance of alliances. They allow companies to grow rapidly. However, the companies are not running the same risks because they are combining resources rather than trying to grow and do business at the same time. It's great for both sides of an alliance in my opinion.

Section 2
Speaker 5

Well, I can see why the Service World decided to go ahead with the alliance with Travel Zone, because they were able to benefit from their shared services, but it wasn't good for me. Unfortunately, my role came to an end, and I was made redundant. Obviously, my role of Travel Manager wasn't needed after the alliance. It was a shame because I'd enjoyed working there, but I've moved on now.

Speaker 6

After all the reorganisation settled down after the merger, the company realised that the sales team was too large and they needed to make three smaller teams. It was too much for one manager so they created two more team manager positions. As one of the most experienced members of the team, one of the roles was given to me. It was a bit of a surprise, but it made me feel really positive about the future of the company.

Speaker 7

Just before the alliance I was thinking of leaving. I wasn't that motivated and had recently lost out on a promotion. So, to be honest I wasn't feeling that positive about the company. All that changed after the alliance. I got a new manager who was keen on research. She started giving me tasks I'd never done before, and I realised that I'd become bored with my job and just needed some new things to do.

Speaker 8

During the last six months we've been getting used to the new ways of working because of the merger with Workaware. It's been a really interesting time because I've met so many new people. Mostly, they've been connected with the department where I work – Business Development. We've all relocated to a new office and the department has doubled in size. It's quite amazing really.

BP_B2+_Test_07_01.mp3**Listening 1**

- A:** Hi Jim. I hope you're OK after the accident yesterday.
- B:** Yeah, I'm OK, thanks.
- A:** So, can you tell me what happened?
- B:** Of course. I was helping Leo move some furniture into the meeting room. We needed more chairs for his presentation and we had to take out some of the tables.
- A:** OK.
- B:** I went to pick up one of the tables and the top came off because it was broken. The metal table legs then fell over and landed on my foot.
- A:** Ow! That sounds painful.
- B:** Yeah, at the time it was. It was one of the old tables which we replaced last year. I think someone forgot to replace it because it was at the back of the meeting room and usually no one moves it.
- A:** Yes, I see. I'm going to have the building maintenance department take a look at all the tables though because I really don't want this to happen again.
- B:** Yes, I think that would be a sensible idea.
- A:** And I'm going to talk about this in the staff meeting about safety in two weeks' time. I want to make sure everyone takes this seriously, so we avoid accidents at work.

Listening 2

- A:** Hi Peter. How are you?
- B:** I'm OK, but I'm a bit worried about our new product range. I'm not sure that we're aiming for the right market. I actually think we're taking quite a large risk aiming the new range at teenagers. I mean our market is usually adults – professional working people, you know.

- A:** Yes, but it's important to start breaking into new markets and trying out new products.
- B:** But not if there are already plenty of established companies working with that market. Why would teenagers want to buy our beauty range instead of the products by Jay or BodyTech? Teenagers love those brands.
- A:** But I think our cosmetic range could really pose a threat to those brands. We haven't invested that much and we're starting small so, in my view, the risk is quite small.
- B:** Well, I suppose you're right about that.
- A:** And those teenagers will soon become professional working adults, so hopefully they will continue to buy our product ranges when they are older, too.
- B:** Oh, right. I'm with you now. This range could be like an introduction to potential younger customers.
- A:** Exactly, it's not like it's intended to become our core business.

BP_B2+_Test_08_01.mp3

- 1** I really don't think we should launch the marketing campaign yet.
- a** There's no easy way to say this, so I'll just say it.
- b** Let's put it on hold for a few weeks.
- c** I'd like to get a feeling for your priorities.
- 2** We should tell everyone not to listen to music in the office.
- a** Future collaboration is in both of our interests.
- b** I know we should, but I don't know which is best.
- c** I'm not sure. It's a tricky situation.
- 3** I forgot to book the meeting room. Can we postpone till tomorrow?
- a** OK. That works for me.
- b** We'd both like to find a quick resolution.
- c** We need to think about both sides of the issue.
- 4** What do you think about the proposal?
- a** Yes, we wanted to succeed.
- b** I really don't want us to fall out over this.
- c** Initially, it looked like a good idea, but now I'm not so sure.
- 5** Is this collaboration project a good idea or not?
- a** I don't want to cause any hostility between us.
- b** We need to think about both mutual and individual gain.
- c** Yes, but I don't know which is best.

BP_B2+_Test_08_02.mp3
Listening 1

A: Emi, I'm doing some staff performance reviews and I'd like to get some feedback from you about Anna to add to my notes.

B: Oh OK, what would you like to know?

A: Well, I'm thinking that I might recommend her for promotion to team leader but I'd like to get your thoughts too before I make my final decision. So, could you comment on her suitability for this role?

B: In my view, Anna is ready for this. She has four years' experience here and has developed well during that time. She's taken several training courses to improve her IT and communication skills.

A: Ah, I'd forgotten about that, thanks.

B: And of course, the rest of the team have a lot of respect for her.

A: That's good to know. I'm not surprised though – she always seems to make time for others.

B: That's true, she does. I should add that Anna also brings her language ability to the team. She speaks Polish and Russian, which means she can handle any issues with our clients in those countries better than everyone else.

A: Yes, that is an advantage. Can you think of any negatives?

B: The only negative I can think of, and it's a small one, is that Anna has a tendency towards being a perfectionist, which sometimes slows down her work. But I'm sure this is something she can work on easily.

Listening 2

A: Hi John, it's Elana here. Can I check a few points about the new advertising campaign with you?

B: Of course. What do you want to know?

A: Um, we've decided to advertise in both magazines and online, haven't we?

B: Well, actually at the last meeting we decided against online because we want to target markets more specifically.

A: Oh, OK. Which markets are we targeting?

B: For the range of outdoor clothing for women, we're aiming at women over sixty – the retired group.

A: Oh, so that's why we're going to advertise in magazines?

B: Exactly. And we're going to try a range of different magazines, too. We've got a full-page advertisement in *Walking Weekly*, the national TV guide and *Country Style*. We want to compare the campaign performance in each one this season to inform our next steps.

A: But aren't we missing an opportunity by not using online? Advertising in magazines is expensive.

B: Yes, but this group of people is quite wealthy and tends to spend more on outdoor clothing than other demographics, and they are more often magazine readers rather than internet users.

A: Well, it'll be interesting to see what happens with the campaign.

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A: Good morning Ms Lee, thank you for coming this morning.

B: It's a pleasure. I understand that you'd like to discuss how our leadership training programmes could benefit your staff?

A: Well, yes and no. The reason I asked to meet with you face to face is to discuss whether you would be interested in designing some in-house training courses for us. I've sent quite a few staff on your training courses and they have always given good feedback. So, now I'm thinking of investing more in training and would like us to have our own programme, but one delivered by an outside specialist.

B: Oh, I see. It sounds like a good idea. We have done this kind of thing before so it is definitely something we would be interested in.

A: Well, let me give you some background details. Last month our Human Resources Manager attended one of your courses. It was the Effective decision-making for managers course. Although he thoroughly enjoyed it, he thought that it would have been good to have the practice activities all relating to our company rather than being general activities.

B: I see what he means. I think there is definitely scope for designing an in-house version of this course. Obviously, with the current course we have to make the activities general to appeal to a wide audience. This helps us to make sure everyone is able to learn something new and take away some ideas which they can apply to their own workplace.

A: Absolutely.

B: Can you tell me a bit more about what you would like in an in-house course?

A: Sure. Let me start by explaining what we do here at Capital Inc. So, most of the work we do is concerned with investment, but we act as advisors. Our staff have to analyse current market data and give our clients suggestions for their investments. Our staff are not actually investing the money. So, this means that our staff need to be able to make effective decisions to reach their conclusions. But that's actually the easy part!

B: I'm not sure I understand what you mean.

A: Well, the challenge we face is getting our message across to our clients successfully. We don't want them to ignore the advice we're giving. And this is what we need more training on. What factors should we take into account when we're thinking about how to convey our conclusions effectively to our clients.

B: Ah, I see. OK, I think what I would want the training course to cover would be being assertive,

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showing confidence, persuading people that your advice is valuable, that kind of thing?

A: Yes, it is. And in addition to that, some decisions may look negative now, but could become positive due to changes in the market in the future.

B: This is actually a very interesting situation you're in. Would you be able to provide me with some more details on these types of decisions and their impacts?

A: Of course. Although we can't give any details about our customers so the information will not contain names or transaction details.

B: Yes, that's fine.

A: And I'll put you in touch via email with Simon, who is the manager who had this idea, so you can discuss things with him. I'm sure he'll have some good ideas.

B: That sounds great. After speaking with him, I'll put together three different course outlines for you to review, including costings. Oh, just one more question. Would you like the course to have some kind of assessment or follow-up tasks?

A: Um, I hadn't actually thought about that. I suppose an assessment of some kind would enable us to see how the course is working. We could then include it as part of our professional development programme. So, yes, can you also quote for an assessment to be marked by your organisation.

B: Yes, I'll add it to the proposal.