

**Variant 1**  
**VOCABULARY AND GRAMMAR**

**A. Fill in the gaps with appropriate prepositions in underlined expressions. The meaning of every expression is given in brackets.**

1. The dress I made is too short. When I was cutting it out, I forgot to allow ..... the hem. (*take into consideration*)
2. John can't be argued ..... easily. (*bring to silence through strong argument*)
3. I can't attend ..... everything at the same time – please come and help! (*look after, manage*)
4. You can't back ..... of a contract once you've signed it. (*withdraw, take back one's promise*)
5. Bill is expecting us to back him ..... at the meeting tomorrow. (*support*)

**B. Fill in the gaps with a missing word in underlined idiomatic expressions. The meaning of every expression is given in brackets.**

1. I didn't need to tell her to apologize; she did it of her own..... (*without being asked*)
2. She was already furious and his apologies only added .....to the flames. (*make a difficult situation worse*)
3. Paul, act your ..... or I won't take you to the cinema again! (*stop behaving in a childish way*)
4. I can't agree with you, but to avoid more argument we'll just have to agree to ..... (*allow each other to have different opinions*)
5. It's thanks to the ..... -room boys more than to the sales people that the new product is such a success. (*scientists, researches*)

**C. For questions 1-5, think of one word only which can be used appropriately in all three sentences. Write ONLY the missing word.**

*Here is an example:*

- (0) The thief.....the watch into his pocket when he thought no one was looking.  
Several visitors to the castle almost..... on the newly polished floor.  
The speaker..... a few references to the local football team into his speech, which the audience appreciated greatly.

**Answer:** slipped

1. Sally's front tooth is very .....- I'm sure it'll come out soon.  
Jane has lost so much weight that all her clothes are too .....  
The horse got . .....from the stable and started trotting towards the road.  
\_\_\_\_\_
2. The committee decided to.....the money equally between the two charities.  
I can't believe that John and Maggie have decided to ..... up after 20 years of marriage.  
To serve a watermelon you need to ..... it down the centre with a sharp knife.  
\_\_\_\_\_
3. Chris arrived very early for his flight in order to be at the..... of the queue when the check-in desk opened.  
My sister's got a really good.....for figures, but I'm hopeless at maths.  
George has just been promoted to .....of department so he'll be even more busy from now on.  
\_\_\_\_\_
4. The restaurant .....out of fish quite early on in the evening.  
The boat..... into a storm as it neared the French coast.  
Mrs Benson.....the company single-handed after her husband's death.  
\_\_\_\_\_
5. This is the exact .....where the famous scene from the film was shot.  
When they felt the first ..... of rain, they gathered the picnic together and rushed inside.  
The high .....of my trip around India was definitely the trip to Calcutta.  
\_\_\_\_\_

**D. For questions 1-5, complete the second sentence so that it has a similar meaning to the first sentence, using the word given. Do not change the word given. You must use between TWO and SIX words, including the word given.**

**Example:**

- (0) Fernanda refused to wear her sister's old dress.  
**NOT**  
Fernanda said that SHE WOULD NOT WEAR her sister's old dress.

1. It looks as if this building is shut after all.

**APPEARS**

This building..... after all.

2. The notice says that you have to return the books to the library by Saturday.

**MUST**

The notice says the books .....to the library by Saturday.

3. Jane said she had to leave early in the morning.

**INSISTED**

Jane ..... early in the morning.

4. I don't sing as well as Amanda.

**THAN**

Amanda ..... I do.

5. It took Layla five minutes to find her car keys.

**SPENT**

Layla..... for her car keys.

## Reading

### TEXT I

- Look at the sentences below and the advice for secretaries and personal assistants about dealing with a new manager.
- Which company (A, B, C or D) does each sentence 1-7 refer to?
- For each sentence 1-7, choose one letter (A, B, C or D).
- You will need to use some of the letters more than once.

- 1 You may be able to explore your career development with your new manager.
- 2 You may need to point out why certain procedures are in place.
- 3 Help your new manager to feel relaxed when they take up the position.

- 4 You should resist taking on extra tasks which you do not consider part of your role.
  - 5 You may need help in settling differences with your new manager.
  - 6 You should not encourage colleagues to become hostile towards your new manager.
  - 7 A new manager may benefit from your knowledge of conventions and attitudes within the company.
- 
- A** If you are a secretary, or personal assistant, getting a new manager means that your job will probably change, too. The new person is likely to have different ideas about how things should be done, and you may well find that some of these are changes for the better. But remember that the new manager might be feeling nervous. If you treat their first day in the job as though it's your own first day, too, it will ease the transition for them, and benefit you both.
- B** Your new manager may have different ideas from your previous one about personal habits, such as eating at your desk, and you will have to accept that. Their changes may not always be appropriate or helpful, however. It could be that you are asked to open the post later on in the day, when you know that it is important to get it sorted first thing. In this case, rather than grumbling about it and spreading discontent around the office, explain if there is a genuine reason for a particular way of working.
- C** If your new manager has joined the company from outside, they will be on a steep learning curve. You can really show your worth by bringing them up to speed on the company history and culture. The appointment of a new manager is also the ideal opportunity for you to discuss your prospects for training and promotion with them, though raising the subject on their first day is unlikely to give them a good impression of you.
- D** If you are concerned about changes that your new manager wants to make to your job, first check your job description, if you have one, then speak to him or her calmly about it. If work is being put your way that is someone else's responsibility, say so. Make it clear what you believe to be the limits of your job. Ideally, the two of you will come to an agreement that suits both parties. Failing that, consider contacting the human resources department to see if it can act as mediator.

## TEXT II

**Read the following article about James Linton, CEO of RoCom. For each question (8-13), choose one letter (A, B, C or D).**

In the world of big business, James Linton is precocious in the extreme. Just two years into the job of reviving one of the most illustrious names in retail finance, RoCom, he has found himself a key player in one of the richest and certainly most audacious deals in the industry: PTL's takeover of RoCom.

PTL is paying £25 a share for RoCom – approximately 40 per cent more than the market value of the shares – and its offer document boasted that 'PTL attaches great importance to key employees having appropriate, performance-related remuneration'. Initially wary about the takeover, Linton has now negotiated a hands-off agreement with PTL, which confirms its intention to leave him very much to his own devices to continue building the business. All this and he will not turn 38 for another fortnight!

Although Linton is credited with turning RoCom around, this is more a matter of work in progress than actual achievement. Yet he does seem to have instituted the biggest top-level shake-up in its near 70-

year history, promoted some big-hitters amongst key staff and transformed RoCom's way of doing business.

Linton has, however, warned that the takeover is by no means a guarantee of future success; indeed, deteriorating market conditions suggest that the way forward will be anything but smooth. Linton recently ventured the hypothesis that being shareholder-owned had, in recent years, helped the business focus and argued that the sector's experience of rival takeovers was not encouraging. Indeed, the recently reported performance of rival organisations such as Maften Limited has not promoted the notion that big corporations are happy homes for experienced staff and managers such as Linton.

It may have been his ideas about independence that made Linton address RoCom's 900 staff on the day the takeover was announced, rather than doing high-profile media interviews on what was immediately seen as a fantastic deal for share-holders. He is acutely aware of the need to nurture his staff if the business is to succeed, something which is not lost on them. This is not a management-school dictum. It is a genuine belief that every member of staff has contributed to the firm and enabled it to net £1.9 billion from PTL. Other CEOs say he is arrogant, but this probably reflects the fact that Linton may find talking to them difficult. He is also ferociously intelligent, and, while in others this could appear intimidating, in Linton it awakes further admiration amongst loyal employees. They clearly do not feel they have to grovel in front of this mastermind, and claim that although he's incredibly dedicated to his work, he has an affable manner.

Linton boasts that staff turnover rates at RoCom have remained low for the industry, at about 12 per cent since he took over as CEO two years ago. 'People have a real affection for RoCom, and that runs right through the office here. They all want us to be number one,' he says. He is aware of the possibility that the collegiate ethos he has worked so hard to create, the meritocracy on which he thinks much of RoCom's success depends, could be destroyed if PTL is too heavy-handed. He will need all his skills to keep RoCom on course, particularly when attention has immediately focused on the possibility that Susan Marshall, its respected investment chief, might be the first casualty of the takeover. Whatever the future holds for RoCom, we are certain to go on hearing a lot more of James Linton.

- 8** What is PTL doing, according to the second paragraph?
- A** allowing Linton to run RoCom in the way he wishes to
  - B** purchasing almost half of the RoCom shares on offer
  - C** giving all RoCom staff regular bonuses to promote motivation
  - D** drawing up new employment contracts for RoCom employees
- 9** What do we learn about Linton's work at RoCom in the third paragraph?
- A** He has achieved more than anyone in RoCom's history.
  - B** He has widened the range of RoCom's business activities.
  - C** He has taken on a number of new employees.
  - D** He has made changes to senior management.
- 10** What does Linton say about RoCom in the fourth paragraph?
- A** The company is likely to face difficult times.
  - B** The company has lost a number of experienced staff.
  - C** The company is expecting to report encouraging results shortly.
  - D** The company needs to change its focus to remain competitive.

- 11** Which of the following is said about Linton's management style?
- A** He involves others in the decision-making process.
  - B** His staff find him approachable.
  - C** He expects his staff to work as hard as he does.
  - D** His style differs from that of other CEOs.
- 12** How does Linton feel about the takeover, according to the sixth paragraph?
- A** pleased that staff turnover finally started to fall two years ago
  - B** afraid that he will lose his job to Susan Marshall
  - C** worried that the company culture might change
  - D** happy that employees have been so supportive of his work
- 13** Which of the following would be the best title for the article?
- A** The Linton way of getting the best from staff
  - B** A thin line between success and failure for James Linton
  - C** James Linton – a man who will go far
  - D** How a good idea went wrong for James Linton

## VOCABULARY AND GRAMMAR

### Variant 2

**A. Fill in the gaps with appropriate prepositions in underlined expressions. The meaning of every expression is given in brackets.**

1. The incident has been blown ..... in the press for publicity's sake. (*exaggerate in importance*)
2. Negotiations over the pay dispute have broken ..... again. (*fail*)
3. At meetings, Joe always breaks ..... with some trivial matter and holds up the proceedings. (*interrupt*)
4. Carry ..... telling me the story – sorry, I interrupted. (*continue*)
5. Mr Jackson broke ..... in the middle of his speech because of shouts of protest from the audience. (*stop speaking*)

**B. Fill in the gaps with a missing word in underlined idiomatic expressions. The meaning of every expression is given in brackets.**

1. He is the kind of man who's best kept at ..... 's length, in my opinion. (*avoid being too friendly*)
2. The tourists got out of the coach, armed to the ..... with cameras, binoculars and guidebooks. (*carrying a lot*)
3. I think your boss knew at the back of his ..... that he was being deceived. (*in his thought*)
4. She travels back and ..... between the factory and head office. (*repeatedly*)
5. That village they've moved to is really in the ..... of beyond! (*lonely place that is a long way from any town*)

C. For questions 1-5, think of one word only which can be used appropriately in all three sentences. Write ONLY the missing word.

*Here is an example:*

- (0) The committee decided to..... the money equally between the two charities.  
I can't believe that John and Maggie have decided to.....up after 20 years of marriage.  
To serve a watermelon you need to..... it down the centre with a sharp knife.

Answer: split

1. Nikki already had a..... idea of how she wanted her career to develop.  
It soon became.....that Paula would not be able to finish the race.  
The area in front of the fire exit should be kept ..... at all times.  
\_\_\_\_\_
2. It's hard to ..... how tall buildings are when you see them from the air.  
I have been asked to.....a song-writing competition.  
It's a mistake to .. ..... people by appearances alone.  
\_\_\_\_\_
3. "I've got to go now, but I'll try to .....up with you later in the park," said Jake.  
The organisers agreed to .....the costs of clearing up after the pop concert.  
The company has failed to ..... its targets for the second consecutive year.  
\_\_\_\_\_
4. "We've achieved a great deal in a short ..... of time," said the company director.  
Mandy liked most things about her friend's new home but thought that the dining table took up far too much .....  
'I've arranged a car parking ..... for you,' said the administrator.  
\_\_\_\_\_
5. My neighbour is 96 but is still able to walk without the .....of a stick.  
The electronic whiteboard is a wonderful new learning..... for use in the classroom.  
Flights carrying.....donated by charity organisations are now arriving in the area affected by drought every day.  
\_\_\_\_\_

D. For questions 1-5, complete the second sentence so that it has a similar meaning to the first sentence, using the word given. Do not change the word given. You must use between TWO and SIX words, including the word given.

**Example:**

- (0) Fernanda refused to wear her sister's old dress.  
**NOT**  
Fernanda said that SHE WOULD NOT WEAR her sister's old dress.
1. They do not let passengers smoke during domestic flights.  
**ARE**  
Passengers .....during domestic flights.



2. He took the job offer and had to commute to London on a daily basis.  
**MEANT**  
Taking the job offer ..... to London on a daily basis.
  
3. 'I will not go out with him under any circumstances,' said Judy.  
**REFUSED**  
Judy ..... with him under any circumstances.
  
4. We didn't stay long at the party because it was very noisy.  
**SO**  
If..... noise, we might have stayed longer at the party.
  
5. The number of people applying for university grants fell last year.  
**FALL**  
There. ....number of people applying for university grants last year.

## **Reading**

### **TEXT I**

- **Look at the sentences below and the views about improvement process.**
  - **Which company (A, B, C or D) does each sentence 1-7 refer to?**
  - **For each sentence 1-7, choose one letter (A, B, C or D).**
  - **You will need to use some of the letters more than once.**
- 1 Staff are invited to set the standards that are used to assess their productivity.
  - 2 Long-term aims are negotiated with people internal and external to the company.
  - 3 Staff contribute to the monitoring of competitors' progress.
  - 4 Different kinds of company need to be examined for ideas for innovation.
  - 5 Staff decide on their own requirements for training.
  - 6 Improving one aspect of the business affects other aspects.

- 7 All staff are informed of the company's future direction.
- A "We're ahead of our competitors in that every year we invite customers to headquarters to discuss their expectations for the next five years. In addition to customers, the meeting includes approximately 100 employees and suppliers. We parade our five-year plan, including such things as service, quality and on-time delivery, and involve everyone in a feedback process. The outcome becomes part of our long-range strategic plan, which is communicated to every employee in the organisation – a process we call management by planning."
- B "The approach we find we need to take to increasing customer satisfaction is systemic. There isn't an easy way to do it. Everything is interconnected and builds. In order to delight customers, you need smooth manufacturing processes, which means you need an accurate warehouse, which in turn relies on a good manufacturing requirements system and good suppliers. You can't accomplish one in isolation."
- C "As part of our improvement process, employees participate actively in raising customer satisfaction. They establish the areas in which they will be measured that translate into quality performance: things like, 'How quickly do you respond to a call?' or 'How effective are your dealings with the customer?' Feedback is provided regularly to employees. They analyse the data to determine when additional instruction and support are needed, or when processes need to be re-worked or improved, or when our goals need to be changed. They are also encouraged to keep an eye on the competition and how they are doing. These data are used for planning purposes."
- D "Our senior managers are constantly pulling the competition's products apart to see what they're doing. They've also done some benchmarking against our better competitors. There are a few good ones that make us run faster and harder. But, to be honest, in terms of new service initiatives, for example, we've had to look outside our industry to find what could be called 'best of breed'. We've milked our own industry."

## TEXT II

**Read the following extract from an article about brand stretching (using an existing brand name on new types of products). For each question (8-13), choose one letter (A, B, C or D).**

A manufacturer of sports shoes starts selling consumer electronics. A soft drink lends its name to a range of urban clothing. What's going on? In simpler times, you knew where you were with brands. One brand name meant good-quality sports shoes, another a soft drink. No confusion. Today, however, big companies try to redefine brands as not so much a product, more a way of life, and stretch them into new areas. In the early years of the consumer society, a brand name on a box simply identified what was inside. People were looking for products that would improve their quality of life, and chose brands most likely to achieve that purpose. But as people in industrialised nations became more affluent and fulfilled their basic needs, brands acquired other attributes. The functionality of the product was still important, but people also started using brands to say something about themselves, for example, choosing a brand of cosmetics which would suggest that they were sophisticated jet-setters.

Now, we have entered a third age of branding, in which so many companies are making roughly the same product at roughly the same price that functionality rarely succeeds as a point of differentiation. Instead, companies are trying to make their brands stand out by emphasising their emotional aspects, hoping consumers will identify with the set of values the brand represents.

One disadvantage of a product-based brand is that if the product goes out of fashion, the brand goes with it. This is a serious concern for manufacturers of breakfast cereals, who are struggling to counter weak demand for the products that bear their names. So far, their marketing efforts seem to be having little effect. The advantage for emotional brands is that companies can transfer their brand strength into other areas, increasing revenues and reducing their exposure to the lifespan of a single product.

The elasticity of brands seems to be related to their position on a spectrum ranging from those rooted in solid, tangible assets to those with highly intangible, emotional qualities. At the one end, you have train companies that tend to associate themselves with infrastructure and their ability to get you from A to B, and at the other end would be a leisure brand that positions itself on dreams and making people have fun. It is the latter which has the maximum potential for stretch.

But even emotional brands have a limit to their elasticity. The merchandise has to be consistent with the brand promise. Just to sell merchandise with your logo on it is a short-term, mistaken idea. From this viewpoint, the decision to move from sports shoes into consumer electronics makes sense. Most items in the range, such as the two-way radio for hikers, are sports-focused, even though the products may be adopted as fashion accessories, and the sports shoe customers will probably snap them up.

When the move was made from soft drinks into clothing, however, it left the branding consultants cold. It was a difficult mental leap into clothing from the drink so closely associated with that particular brand name. On the other hand, the emotional attributes that youngsters seem to find appealing in the drink, like its heritage and global appeal, are fashionable at the moment, and in fact response to the clothes with the same name has been overwhelming. Maybe this just shows that an inspired move – and by all accounts a snap decision – sometimes pays off against the odds, leaving the manufacturer laughing all the way to the bank.

- 8 What led to a change in attitudes to brands?
- A the influence of consumers on each other
  - B the personal circumstances of consumers
  - C more sophisticated marketing
  - D greater choice of products
- 9 According to the writer, an attribute of the third age of branding is that
- A competing products may serve their purpose equally well.
  - B the range of products available is too large for all to survive.
  - C consumers are becoming confused about the products available.
  - D price has become a key factor in consumers' choice of products.
- 10 The writer mentions manufacturers of breakfast cereals to illustrate how

- A competition can have an impact on a product.
  - B a brand can lose its popularity despite a strong market for the product.
  - C advertising can affect sales of a product.
  - D changes in the popularity of products can cause difficulties.
- 11 The writer refers to railways to show that brands like this
- A do not recognise the value of stretching.
  - B suffer from having an unattractive image.
  - C are unlikely to lend themselves to stretching.
  - D are notoriously difficult to advertise.
- 12 The writer argues that the stretch from sports shoes into consumer electronics is likely to be successful because
- A existing customers have demanded the new products.
  - B they will be sold in the same outlets.
  - C the new lines will expand the manufacturer's market.
  - D there is a connection in the way that the goods can be used.
- 13 The writer argues that the stretch from soft drinks into clothing
- A was a gamble which succeeded.
  - B built on the popularity of certain types of clothing.
  - C showed the value of careful planning.
  - D created production problems for the manufacturer.