

# First impressions

**A** Complete the second sentence in each pair so that it has approximately the same meaning as the first sentence. Use between *two* and *five* words, including the word given, and a word related to one of the words in the first sentence.

- 1 Sue is very experienced in giving PowerPoint presentations. (considerable)  
Sue *has considerable experience of* giving PowerPoint presentations.
- 2 The presenter failed to emphasise the benefits of the reforms. (place)  
The presenter failed to ..... the benefits of the reforms.
- 3 I have arranged for our guests to be met at the airport. (made)  
I have ..... our guests to be met at the airport.
- 4 As far as I know, the seminar has been postponed. (best)  
To ....., the seminar has been postponed.
- 5 Could you briefly summarise the main points of the meeting for us? (brief)  
Could you give ..... of the main points of the meeting?
- 6 They plan to publish the report next month. (scheduled)  
The report ..... next month.
- 7 The debate was hastily concluded. (hasty)  
The debate was brought to .....
- 8 Do you think you could guide me a bit on how to structure my speech? (some)  
Do you think you could ..... on how to structure my speech?
- 9 These reforms will significantly reduce government spending. (significant)  
These reforms will make ..... government spending.
- 10 We bought these laser jet printers to replace our old dot matrix ones. (as)  
We bought these laser jet printers ..... our old ones.
- 11 Ms Wilkinson heads the Human Resources department. (of)  
Ms Wilkinson is ..... the Human Resources department.

**B** Cross out the word which does not normally go with the keyword in the bubble.



**C** Complete the sentences with the correct form of a collocation from Exercise B.

- 1 *Rehearsing* ..... his *speech* ..... for three days before the conference had greatly boosted his self-confidence.
- 2 The task of ..... is often to introduce the theme of a conference and give the main talk.
- 3 Just because people did not clap frantically does not mean that you had .....
- 4 The aim of ..... is to encourage and energise the audience.
- 5 The audience had been rather quiet so I did not expect them ..... at me at the end of my talk.
- 6 We are pleased to announce that our next ..... will be ..... in May.

**D** Complete each sentence with the best word.

- 1 It is a good idea to make eye contact with your audience but you should avoid .....  
 a) watching                      b) staring                      c) peeping
- 2 In some cultures, when people seem to ..... their heads in agreement, it does not necessarily mean that they agree with you.  
 a) nod                                  b) lean                              c) fold
- 3 I felt rather tired during the talk and my mind soon began to .....  
 a) slouch                              b) wander                        c) distract
- 4 I ..... into an old friend at the conference. I hadn't seen him for ages.  
 a) crashed                            b) flowed                        c) bumped
- 5 The manager had allegedly been involved in ..... dealings with cash payments in brown envelopes.  
 a) sleazy                                b) referral                        c) selfless
- 6 A presenter needs to think about ..... : for example, the way they stand, the way in which they can be upright but not rigid, the way they take charge of the space.  
 a) gesture                              b) posture                        c) figure

**A**

**Complete the article below with some of the sentences a–h. You will only need six of the eight sentences.**

- a) A presentation cannot be successful unless it takes the needs and interests of the audience into account.
- b) Having a clear objective in view enables you to map out the most convenient route to get to your destination.
- c) Once you have established that, you can prioritise your material.
- d) In addition, make sure you plan carefully how you are going to introduce yourself.
- e) It will also affect the manner in which we choose to deliver our talk.
- f) Most presenters feel more relaxed if they have had the opportunity to go to the conference venue beforehand.
- g) Of course, it is better to plan in advance when you want to deal with questions.
- h) With such information, you can tailor both the style and the content of your talk to your audience's expectations.

## PREPARING FOR YOUR PRESENTATION

### What you really need to think about before you face your audience

Before you actually get down to the nitty-gritty of planning the presentation itself, you need to reflect on a number of crucial questions. First of all, ask yourself what exactly your aim is. ....<sup>b</sup>.....<sup>1</sup> You can then decide how many stages are necessary to get there, what the aim of each individual stage is and how each one contributes to your overall aim. ....<sup>2</sup> In other words, you can sift the essential data from the rest and get rid of any irrelevant or unnecessary detail.

However, content and structure are not everything. The talks we give are not just about a certain topic, they also have a specific purpose. Talks may be delivered in order to convey information, to persuade, to spur people into action or for countless other reasons. Obviously, the purpose of our talk will have a significant effect on the language we use. ....<sup>3</sup> Although the importance of clear aims cannot be overstated, most experienced presenters

seem to agree that it is only secondary to the human factor.

Which brings us to the second question we should all be asking ourselves at the planning stage: Who are the audience? .....<sup>4</sup> What you say has to be appropriate not only to your aim but also to your audience.

Therefore, it is always a good idea to find out as much as you can about the audience well before you face them. ....<sup>5</sup> You can also anticipate how much they already know about your topic and so pitch your talk at the right level.

Finally, never underestimate the importance of the physical environment in which you will deliver your talk. ....<sup>6</sup> Walking around the room where your talk is going to be will help you focus on your audience rather than on your surroundings. This also gives you the chance to check that all the equipment you need is there and is in working order.

**B** Insert (^) each of the adverbs 1–8 in the corresponding underlined text in the article below.

- 1 absolutely
- 2 actively
- 3 actually
- 4 afterwards
- 5 badly
- 6 barely
- 7 forever
- 8 physically

## The careerist: First impressions

### Why are first impressions so important?

Corinne Mills, Managing Director of Personal Career Management, explains that people do not just hold on to first impressions, they also seek to reinforce them<sup>1</sup>. 'If you make a good first impression, people will look for the best in you. If you make a bad or indifferent first impression, you have to work so much harder<sup>2</sup>.'

### How should I prepare?

'It's all visual to start off with,' says Ms Mills. 'You need a look that is contemporary and appropriate – if you're starting a new job, then this is the time to get a new suit and a new haircut. If you look up-to-date, others will believe that your ideas and thinking are up-to-date; people do make these assumptions.'

Louise Mowbray, a personal branding consultant, says you need to ensure you are relaxed<sup>3</sup>. 'Body language doesn't lie: ensure you're relaxed when you meet someone – and make sure you don't have to run to meetings.'

### How should I behave?

'Treat people as though they are your peers,' advises Ms Mills. 'Don't be too deferential or cocky. Have a sense of self.'

### What are the main pitfalls?

You need to be authentic. Unrealistic embellishments will not help your confidence and can create future problems. 'Don't put yourself in a position where you're having to cover up<sup>4</sup>,' says Ms Mowbray.

Finally, remember that good manners go a long way – so do not take mobile phone calls unless you have to<sup>5</sup>.

### What if things are going<sup>6</sup>?

'It's worth asking the other person,' says Ms Mills. 'Say something like, "Am I missing something?"' This, she explains, shows both confidence and sensitivity. 'I had a client who had a job interview with a chief executive who looked at him<sup>7</sup>. After a while, he asked, "Is something wrong?" and the guy said, "Didn't anyone tell you before you came in? My father just died." After that, the interview went okay and he got the job<sup>8</sup>.'

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**A Match the informal phrases 1–6 with the formal phrases a–f.**

- |                                    |  |
|------------------------------------|--|
| 1 Because of ...                   | a) Please find enclosed ...  |
| 2 Can you tell us more about ... ? | b) Please let us know your exact requirements.                             |
| 3 Here are ...                     | c) We regret to inform you that ...  |
| 4 I've got some bad news.          | d) Owing to ...  |
| 5 What exactly do you need?        | e) We are pleased to inform you that ...                                   |
| 6 I've got some good news.         | f) We would be grateful if you could send us further information about ... |

**B The e-mail below is inappropriate because it uses an informal writing style. Rewrite it completely using the formal phrases in the box to replace the underlined items.**

attend the event  
 if you could confirm your talk at your earliest convenience  
 We are writing to inform you  
 With best wishes  
 We would be honoured  
 Please do not hesitate to contact me  
 We realise this is a topic close to your own heart  
 should you require further details  
 We would be extremely grateful

**From:** Frances Reynolds  
**To:** Dieter Fuchs  
**Date:** 18th September  
**Subject:** Conference: Beyond Culture Shock

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Dear Mr Fuchs,

This is just to let you know<sup>1</sup> that the Chamber of Commerce in Birmingham is hosting a one-day event early next month on the subject of 'Beyond Culture Shock'.

We know this is the kind of stuff you are interested in<sup>2</sup> following the recent merger of the Savings Bank of Salzburg with the Midlands Savings Bank and the intercultural issues that subsequently arose. It would be great<sup>3</sup> if you could come<sup>4</sup> and give a plenary talk to the business community at large.

Thanks in advance<sup>5</sup> for letting us know as soon as possible if you can make it<sup>6</sup>. Please find attached a speaker's proposal form. Just get in touch with me<sup>7</sup> if you need more information<sup>8</sup>.

All the best<sup>9</sup>,

Frances Reynolds  
 Events Manager  
 Birmingham Chamber of Commerce  
 franreynolds@msb.co.uk

**C** Work out the difference between the sentences in each pair.

- We need a radical management shake-up.  
**What we need is** a radical management shake-up.
- I really liked the way she kept in touch with her audience.  
**It was** the way she kept in touch with her audience **that I really liked**.

**D** Rewrite the sentences in the same way as in Exercise C.

- I'm looking forward to a good networking function.
- They don't like slang or colloquialisms.
- Your rapport with the audience matters most.
- I didn't like the sort of questions they asked me.
- They expect a high-tech presentation.

**E**  1 Listen to the different presenters and decide what each one is doing.

- Write one letter (a–f) next to the number of the speaker.
  - You will have to use some letters twice.
- |                 |                                   |
|-----------------|-----------------------------------|
| Speaker 1 ..... | a) introducing the main topic     |
| Speaker 2 ..... | b) turning to a new topic         |
| Speaker 3 ..... | c) going back to a previous point |
| Speaker 4 ..... | d) referring to visuals           |
| Speaker 5 ..... | e) dealing with questions         |
| Speaker 6 ..... | f) concluding the presentation    |
| Speaker 7 ..... |                                   |
| Speaker 8 ..... |                                   |

**F**  2 Listen to the examples. Notice where / t / and / d / tend to disappear.


- Pleased to meet you.
- Our website's just been updated.
- Sorry, I didn't quite catch your last point.

**Explanation**

In rapid speech, / t / and / d / often disappear when they are between two other consonants. This is called *elision*. An awareness of elision can help you understand rapid speech better.

**G** Cross out the letters in these sentences that may disappear during rapid speech.

- It's hard to say which aspects are the most positive.
- The second talk focused particularly on deregulation.
- Last summer we worked together on a research project.
- The first presentation wasn't very difficult to understand.
- I wouldn't say it was the greatest networking event I've ever attended.

 3 Listen and check your answers. Then listen again and practise the sentences.

**A Match the nouns 1–6 with the nouns a–f to make common compounds.**

- |                |                |
|----------------|----------------|
| 1 professional | a) building    |
| 2 work         | b) development |
| 3 vocational   | c) training    |
| 4 team         | d) placement   |
| 5 performance  | e) resources   |
| 6 human        | f) appraisal   |

**B Complete the clues with a compound from Exercise A.**

- It is about your growth as an employee. = *professional development*
- It teaches you the skills you need to do a particular job. = .....
- It is an opportunity to evaluate your work and to get feedback. = .....
- It is similar to an internship. = .....
- It means the same as 'personnel'. = .....
- It helps people work more efficiently together. = .....

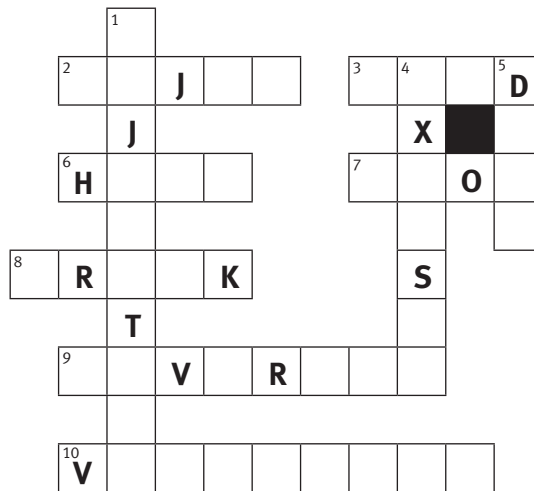
**C Cross out the word which does not normally go with the keyword in the bubble.**



**D Complete the sentences with the correct form of a collocation from Exercise C.**

- An honorary *degree was conferred* on her by Harvard in 2003.
- ..... is the activity of seeking out new knowledge or developing a skill and participating in educational activities until retirement and beyond.
- What advice would you give to a person ..... in your field of work or study?
- The Business Institute ..... a part-time MBA ..... since 1999.
- ..... helps you behave and express your opinions more confidently.
- Owing to an unexpected surge in demand, we have had to ..... ten new .....

**E** Complete this crossword puzzle.



**Across**

- 2 If you ..... things, you arrange them in a different way. (5)
- 3 It is a good idea to re-read your message before you ..... it. (4)
- 6 If you ..... your skills, you improve or refine them. (4)
- 7 If you ..... someone or something, you notice them. (4)
- 8 If you ..... someone's progress, you record their development over a period of time. (5)
- 9 Some people use 'academic' in the sense of '..... from practice'. (8)
- 10 If someone is ....., they have many different skills. (9)

**Down**

- 1 The ..... sense of a word is its negative meaning. (10)
- 4 If you get ..... to new ideas, you have the chance to experience them. (7)
- 5 If you connect the ....., you realise that something is related to something else. (4)

**F** Complete the webpage with the words from the box.

choice employers feedback graduates role skilled work

+

## RateMyPlacement.co.uk

**By creating a website that allows students to review work placements, Oliver Sidwell is leading an intern revolution and giving power to sometimes voiceless student employees.**

Along with three friends from university, Oliver Sidwell set up RateMyPlacement.co.uk to help students find the right .....<sup>1</sup> *work* ..... placements and internships. Placements are assessed through unique, detailed peer-to-peer .....<sup>2</sup>, allowing previous interns to review the .....<sup>3</sup> so their successors can make better-informed choices. As well as guiding students and .....<sup>4</sup> to the best placements, the website encourages businesses to make their internships more rewarding and worthwhile (rather than leaving their new staff permanently stationed at the photocopier). The website is now a valuable resource for .....<sup>5</sup> and future employees alike, giving greater power and freedom of .....<sup>6</sup> to interns and providing a pool of .....<sup>7</sup> and motivated potential employees to recruiters.



**A** Complete the text with the correct form of the verbs in brackets.

‘In-see-Ad?’

‘No, I *’ve never heard* <sup>1</sup> (never / hear) of it.’

Soon after I .....<sup>2</sup> (begin) the process of telling my family, friends, employer and even dentist that I .....<sup>3</sup> (leave) the US to move to Insead’s Singapore campus and study on its MBA programme, I .....<sup>4</sup> (discover) that my acquaintances in the US .....<sup>5</sup> (tend) to be more provincial in their understanding of business schools.

In a few weeks from now, I .....<sup>6</sup> (leave) my home in small-town New Jersey, US, to join the Singapore cohort. How did I, a young professional born, raised and educated in the US,

make the decision to study for an international MBA?

I studied in North Carolina where I .....<sup>7</sup> (develop) a keen interest in international affairs. During my undergraduate years, I .....<sup>8</sup> (study) overseas in London. And later I .....<sup>9</sup> (accept) the opportunity to work in Waterloo, Belgium, the European headquarters for Johnson & Johnson, where I managed technology solutions for J&J’s medical devices sector. I .....<sup>10</sup> (return) to the North American headquarters where I created a similar platform.

While I .....<sup>11</sup> (be) still in Belgium a senior manager had urged me to apply to Insead and I rapidly .....<sup>12</sup> (realise) that the school was the place where I could continue my development towards an international career.

The existence of Insead’s Singapore campus .....<sup>13</sup> (make) the school that much more compelling because of my desire to have a global understanding of business which up until then .....<sup>14</sup> (only / include) North America and Europe.

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**B** Complete the sentences with suitable prepositions.

- After I left school with four ‘A’ levels, I went to do a degree ..... *in* ..... French with Business Studies ..... York University.
- You need to have passion ..... what you do, as well as having a good understanding ..... what’s going on in the marketplace. This applies ..... anything you want to do.
- I’ve just finished studying ..... a linguistics degree ..... Madrid University.
- Interns back home get paid ..... average about 500 euros ..... month.
- As a result ..... a downturn ..... the economy, people are starting to spend less money ..... branded consumer goods.
- The company relies ..... its sales force ..... timely market information ..... product sales, customer buying habits and competitor activity.
- The Chinese appliance maker Haier has risen ..... a nearly bankrupt collective enterprise 25 years ago ..... one of the most successful companies in China.
- Their approach enables managers to understand interactions ..... various parts of the organisation and to spot opportunities ..... productive collaboration.
- Most staff members expressed interest ..... participating ..... various training programmes.
- Very often, it is not just the sales staff that benefit ..... customer awareness training.

**C** Read the passage below about a company’s view of mentoring.

- In each of the spaces 1–10, one word has been removed.
- Write **one** suitable word for each space in the answer box below.

## OUR VIEW OF MENTORING

An important element of developing our common future .....<sup>1</sup> the sharing of knowledge and experience, giving people the opportunity to learn from .....<sup>2</sup> other.

To support this approach we offer mentoring for the mutual benefit .....<sup>3</sup> our employees’ personal development and the company .....<sup>4</sup> large.

For example, mentoring enables people facing major change – .....<sup>5</sup> as a global assignment – to get support and guidance from someone who .....<sup>6</sup> had previous experience. This helps our people.....<sup>7</sup>

adapt more rapidly – and so be more effective in their new roles. ....<sup>8</sup> turn, mentors can learn something new about themselves and the organisation.

Our view of mentoring is that the mentor, as an experienced and respected individual, is able to reflect back constructively on a mentee’s thoughts, ideas, feelings, behaviours and situations .....<sup>9</sup> that the mentee gains perspective and is challenged in their way of thinking and operating. It is .....<sup>10</sup> unique opportunity for both mentee and mentor to learn and grow.

Answer box		
1 ..... <sup>is</sup> .....	5 .....	8 .....
2 .....	6 .....	9 .....
3 .....	7 .....	10 .....
4 .....		

**D** Read the passage below about performance appraisal.

- In most of the lines 1–14 there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick (✓) in the space provided.
- If there is an **extra word** in the line, write that word in the space provided.

For a performance appraisal to be an effective, the employee who is to be appraised should be given advance notice of the performance appraisal interview and be informed of its purpose. In addition, it is useful to supply with an appraisal form to be completed and returned before the interview takes place. This should allow the employee for time to evaluate their performance as well as to identify any areas in which they would like either additional support and training. Another purpose of the appraisal form is to provide a structure for the interview. Very often, the employee is asked to reflect and on their job description to start off with and make the suggestions as to how it should be modified even if certain aspects of it are no longer appropriate. The employee is then invited to summarise their achievements and to comment on their strengths and weaknesses. Together with the supervisor, the employee can discuss about how to build on their strengths and also agree on a plan or to address any weaknesses identified. Finally, new objectives can be negotiated so as to enhance a motivation and ensure that the employee’s work is geared towards the overall objectives of the company.

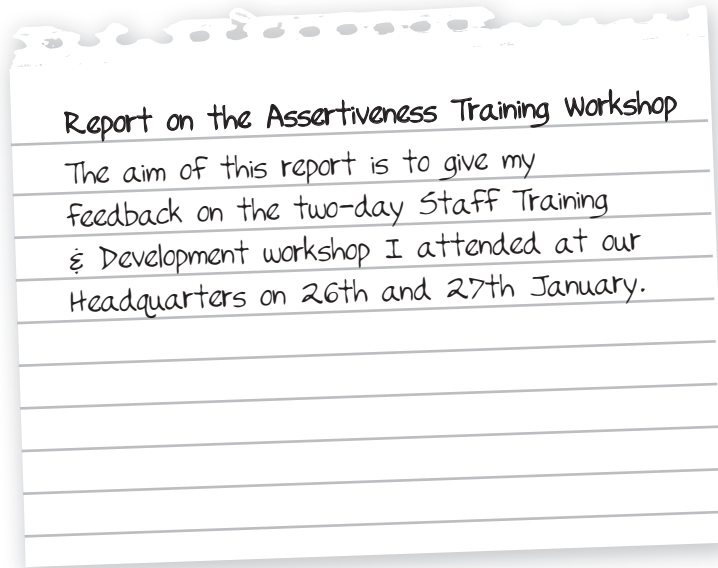
- 1 .....<sup>an</sup>.....
- 2 .....<sup>✓</sup>.....
- 3 .....
- 4 .....
- 5 .....
- 6 .....
- 7 .....
- 8 .....
- 9 .....
- 10 .....
- 11 .....
- 12 .....
- 13 .....
- 14 .....


**A Write a report (200–250 words) to the Head of your HR Department.**

You recently attended an assertiveness training workshop organised by the department. The Head of HR has asked you to write a short report about the training.

In your report

- describe what you liked about the workshop and what you found useful
- mention one point that you did not like and explain
- describe one course or workshop you would like to attend in the future
- explain how this course or workshop would be useful to you and to the company.



**B  4 Listen to five different employees in a performance appraisal interview. Decide which of the supervisor’s questions each employee is answering.**

- Write one letter (a–e) next to the number of the speaker.
- Do not use any letter more than once.

Speaker 1 .....	a) Is your job description up to date?
Speaker 2 .....	b) What have been your contributions, besides achieving your target, since your last performance appraisal?
Speaker 3 .....	c) Which of your previous appraisal objectives have you achieved?
Speaker 4 .....	d) Is there anything in your job that you have problems with?
Speaker 5 .....	e) Is there anything in your job you would say you could do better in the future?

**C  4 Listen again and answer the questions.**

- 1 Who has a very varied job? Speaker .....
- 2 Who is not particularly happy with the way they organise their time? Speaker .....
- 3 Who is planning to do a training course? Speaker .....
- 4 Who is sometimes unfairly criticised? Speaker .....
- 5 Who would not like to have to write an official report regularly? Speaker .....

**D** **5 Listen to how certain sounds are linked together in these sentences.**

- 1 We all agree the previous course was a lot easier.
- 2 The information I get is often out of date.

**Explanation**

When a word ends with a consonant sound and the word immediately after begins with a vowel sound, we usually link those two words.

**5 Listen again and practise the sentences.****E** **6 Indicate where similar links could be made in these sentences. Then listen to check your answers.**

- 1 Let's talk about it in more detail.
- 2 Those courses are always intensive.
- 3 First of all, I just analyse the company's needs.
- 4 She's been acting as a coach for a company director.
- 5 A mentor is often someone who has a lot of experience.

**6 Listen again and practise the sentences.****F** **7 We often have to check and correct information. When there is a mistake or a misunderstanding, we can use stress to put it right. Listen to these examples.**

- 1 A: So we all meet again on the 30th. Is that right?  
B: Sorry, no. Our next meeting is on the 13th.
- 2 A: Can I just check the first name, please? Is that F-R-A-N-C-I-S?  
B: C-E-S. F-R-A-N-C-E-S. Mrs Frances Potter.

**G** **8 Underline the part which Speaker B will stress most to correct the misunderstandings in the following exchanges. Then listen to check your answers.**

- 1 A: Let me just check that. First, the Leadership Skills course starts next Tuesday.  
B: Not quite. It starts on Thursday.
- 2 A: ... and if I understood you correctly, the Leadership Skills course is free of charge.  
B: Sorry, no. It's the Computer Skills course that's free of charge.
- 3 A: Did you say the seminar room is on the first floor?  
B: No, it's on the third floor, actually.
- 4 A: The number of participants has now increased to 25.  
B: To 29! And we're expecting even more.
- 5 A: So you graduated from the University of Chester.  
B: Leicester, actually. I graduated from the University of Leicester in 2008.
- 6 A: ... and the freelance trainer is Jeremy Langford, L-A-N-G- ...  
B: Sorry, that's spelt L-A-N-K-F-O-R-D.

**A Complete each set of sentences with the same word.**

- 1 In India and China, demand..... for oil is rising incredibly fast.  
 Instead of keeping huge numbers of books in stock, publishers now offer to print them on demand.....  
 Efficient project managers will always be in demand.....
- 2 Their proposal is definitely ..... considering.  
 The person at the head of Exxon Mobil must be ..... a fortune.  
 With the dollar in decline against the euro, profits in France and Germany were ..... much more than those in the US.
- 3 Several companies have moved production to low-..... sites in Central and Eastern Europe.  
 We deliver all our goods to your doorstep at no extra .....  
 Energy is probably the supermarket industry's number one operating ..... next to shelf stock.
- 4 The plant's production capacity will ..... from eight to nine million tonnes next year.  
 Most western car manufacturers are hoping to ..... into the new Chinese consumer market.  
 If we want to ..... our business, we will need to borrow heavily.
- 5 Some countries have ..... in for a lot of criticism for not signing the Kyoto accords.  
 There were signs that nuclear energy would soon ..... back into favour.  
 A more in-depth study would ..... up with some solutions.

**B Match the words 1–6 with the words a–f to make compounds.**

- |             |   |               |
|-------------|---|---------------|
| 1 fuel-cell | — | a) turbines   |
| 2 wind      | — | b) technology |
| 3 solar     |   | c) energies   |
| 4 carbon    |   | d) panels     |
| 5 renewable |   | e) power      |
| 6 tidal     |   | f) emissions  |

**C Complete the sentences with a compound from Exercise B.**

- 1 Intelligent Energy has raised £20m to finance commercialisation of its hydrogen fuel-cell technology....., which has been used to power motorcycles, propeller aircraft and domestic boilers.
- 2 All countries should have international targets for reducing ..... , not just developing ones.
- 3 Bob Smith, Chief Executive of Pulse Tidal, says the UK is a good place to develop ..... , having a long coastline that can boast some of the most powerful tidal streams in the world.

- 4 Clipper Windpower, a California-based renewable energy group, will develop several offshore ....., each capable of generating 7.5 megawatts of electricity.
- 5 A photovoltaic installation typically includes an array of ....., an inverter, batteries and interconnection wiring.
- 6 Experts say that even though China is moving towards more ....., coal will remain as a primary source of fuel for the foreseeable future.

**D Complete the sentences with the verbs from the box.**

deny stifle curb wean move

- 1 Some experts argue that politically-driven support for particular technologies will ..... innovation.
- 2 Planning to ..... away quickly from hydrocarbons is unrealistic.
- 3 Mr Lund does not ..... the science of climate change and says there is an ‘urgent’ need to respond to it.
- 4 Having been one of the first countries to impose a carbon tax, Norway has really managed to ..... greenhouse gas emissions from its oil industry.
- 5 It probably won’t be easy to ..... the world off oil and gas because hydrocarbons are the energy source that our entire civilisation is built on.

**E Complete this text with words formed from the words given.**

*efficient*  
*promote*

*speculate / stable*

*grow*  
*produce*

*expand*  
*expect*

*industry*

*credible*  
*like*

*strong*  
*cycle*

*perform*

When the International Energy Agency last week cautioned that high oil prices could be here to stay and called for greater energy *efficiency*<sup>1</sup> and the .....<sup>2</sup> of alternative energy sources, its warning had a decidedly 1970s feel.

The IEA believes this new rise in oil prices does not merely reflect .....<sup>3</sup> trading activity and concerns about .....<sup>4</sup> in the Middle East but rather the fundamental balance of supply and demand. Rising global demand for oil has been driven by strong economic .....<sup>5</sup> in the US and China, while limited capacity in .....<sup>6</sup> and refining leaves the oil market vulnerable to shocks and price surges.

But, in contrast to the experience of the 1970s, the impact of \$50 a barrel oil on global growth and inflation has been fairly limited. The rise in the oil price last year did damp growth but the .....<sup>7</sup> remains fairly healthy. While headline inflation rose last year, core inflationary pressures and, crucially, inflation .....<sup>8</sup> remain contained. Financial markets do not seem concerned that energy prices will spark higher inflation.

Adjusted for inflation, the oil price stands at only half the level of its 1970s peak. Past efforts at increasing energy efficiency also make .....<sup>9</sup> economies less vulnerable to an oil price surge. But another difference is the greater anti-inflation .....<sup>10</sup> of the world’s leading central banks. The experience of last year has led to greater confidence that the 1970s provide a poor guide to .....<sup>11</sup> events this year.

In the US, last year’s concerns about the .....<sup>12</sup> of economic expansion have faded. Weaker .....<sup>13</sup> expansions in continental Europe and Japan, meanwhile, leave them more vulnerable to the effect on growth of higher oil prices. But few economists see the impact of oil prices as the most important factor in explaining weak .....<sup>14</sup> in these economies, which have struggled to promote domestic, demand-led growth.

**A** The passage below is part of an article about nuclear power. Complete it with *a, an* or *the*. Write  $\emptyset$  where no article is necessary.

Nuclear power, once the target of protests and demonstrations, has been transformed into the unexpected darling of some sections of *the*<sup>1</sup> green lobby.

.....<sup>2</sup> reason is simple: .....<sup>3</sup> nuclear energy offers .....<sup>4</sup> hope of producing power on .....<sup>5</sup> large scale without burning .....<sup>6</sup> fossil fuels. That would solve what many regard as .....<sup>7</sup> biggest threat

.....<sup>8</sup> planet faces: .....<sup>9</sup> global warming, caused by a dramatic rise in .....<sup>10</sup> level of carbon dioxide since .....<sup>11</sup> industrialisation.

As people still want .....<sup>12</sup> benefits of industrialisation and as developing countries pursue .....<sup>13</sup> economic development, some experts depict .....<sup>14</sup> once-maligned nuclear industry as the best solution.

The nuclear industry has itself assisted this transformation, through .....<sup>15</sup> development of new technologies designed to make nuclear power safer and to deal with .....<sup>16</sup> long-term problems such as the disposal of .....<sup>17</sup> waste.



**B** In the next part of the article, all six instances of the indefinite article have been removed. Insert the missing articles where they belong.

A key question is whether nuclear energy would be economically viable. The upfront costs are discouragingly high at estimated \$1,300 to \$1,500 per kilowatt to build nuclear plant, which works

out as roughly twice what it costs to build gas-fired power station. However, proponents claim that over the life of nuclear plant, it can generate energy at cost comparable to or even cheaper

than that of conventional fossil-fuel power.



**C** Match the sentence halves.

- |  |   |
|--|---|
| 1 A fall in the gas price might deter people                     | a) for petrol.  |
| 2 All countries should have international targets                | b) for reducing carbon emissions, not just developing ones. |
| 3 In 2008, there was 155 billion dollars invested                | c) from fossil fuels to hydrogen.                           |
| 4 People in developing countries have the same rights            | d) from turning to renewable energy.                        |
| 5 Scientists are looking for ways to reduce our dependence       | e) in clean energy worldwide.                               |
| 6 The inescapable truth seems to be that we need a substitute    | f) on oil.  |
| 7 What could reduce urban air pollution dramatically is a switch | g) to basic energy as we have.                              |

**D** Complete the article with suitable prepositions.

# Companies bow to pressure on CO<sub>2</sub>

More than 70 per cent of the FTSE 500 companies have agreed to help investors assess the impact they make on global climate change by disclosing the amount of carbon dioxide they produce.

The Carbon Disclosure Project, supported by a coalition of<sup>1</sup> institutional investors with more than \$21,000bn of<sup>2</sup> assets, wrote to every company in the index of the world's biggest companies, asking for<sup>3</sup> information about their output of greenhouse gases. The companies were also asked whether they considered climate change a commercial risk or an opportunity, and to outline the risks.

James Cameron, chairman of the Carbon Disclosure Project, funded by a variety of charities, said investors

should welcome the opportunity to know more about<sup>4</sup> companies' risk from climate change: 'Nobody can be without<sup>5</sup> greater disclosure and transparency,' he said, adding that the number of companies responding to<sup>6</sup> the letter showed how the issue of climate change was rising up the corporate agenda. Investors could also benefit by understanding a company's output of greenhouse gases, which are coming from<sup>7</sup> increasing regulation in many parts of the world. Countries that have ratified the United Nations brokered Kyoto protocol on climate change – the treaty came into<sup>8</sup> force in 2005 – must reduce their emissions of greenhouse gases such as carbon dioxide, which cause climate change.

Businesses are expected to bear the brunt of these emissions cuts, as they account for<sup>9</sup> the bulk of emissions in most places. In the US, which has rejected the Kyoto treaty, some states have been asking companies to reduce their greenhouse gas output on<sup>10</sup> a voluntary basis. Paul Dickinson, coordinator of the Carbon Disclosure Project, said companies were likely to make a clean breast of their emissions in responding to the project's questions. 'They wouldn't want to lie to<sup>11</sup> their investors.'



**E** Read the passage below about oil and militarisation.

- In most of the lines 1–14 there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick in the space provided.
- If there is an **extra word** in the line, write that word in the space provided.

As Europe and the US are becoming more dependent on imported oil, the use of military personnel to protect vulnerable oil installations is bound to increase.

Because in the older industrialised countries have already used up most of their domestic oil reserves, most of the imported oil now comes from unstable countries in the developing world, where vast, untapped oil reserves can still be found there. Many of those countries are ravaged by ethnic and religious conflicts, often aggravated by an inequitable distribution of oil revenues. This inequality gives rise to an opposition movements which are often crushed by the ruling elites, thus triggering a destructive spiral of violence. In addition too, as some of those emerging oil producers are former colonies, part of their population sees the Western involvement as a continuation of imperialism.

Considering that oil is at the reason for such involvement, oil pipelines and refineries are seen as any legitimate targets by belligerent groups. In the past 50 years, the West has traditionally responded to this challenge by using his military means to guarantee the unhindered flow of oil. As both China and India are also building up their military capability to control over oil supplies from the Middle East, it is obvious that an alternative solution to the problem of a security needs to be worked out internationally. History has shown that excessive militarisation all too often leads to conflict.

- 1 ..... in .....
- 2 ..... ✓ .....
- 3 .....
- 4 .....
- 5 .....
- 6 .....
- 7 .....
- 8 .....
- 9 .....
- 10 .....
- 11 .....
- 12 .....
- 13 .....
- 14 .....



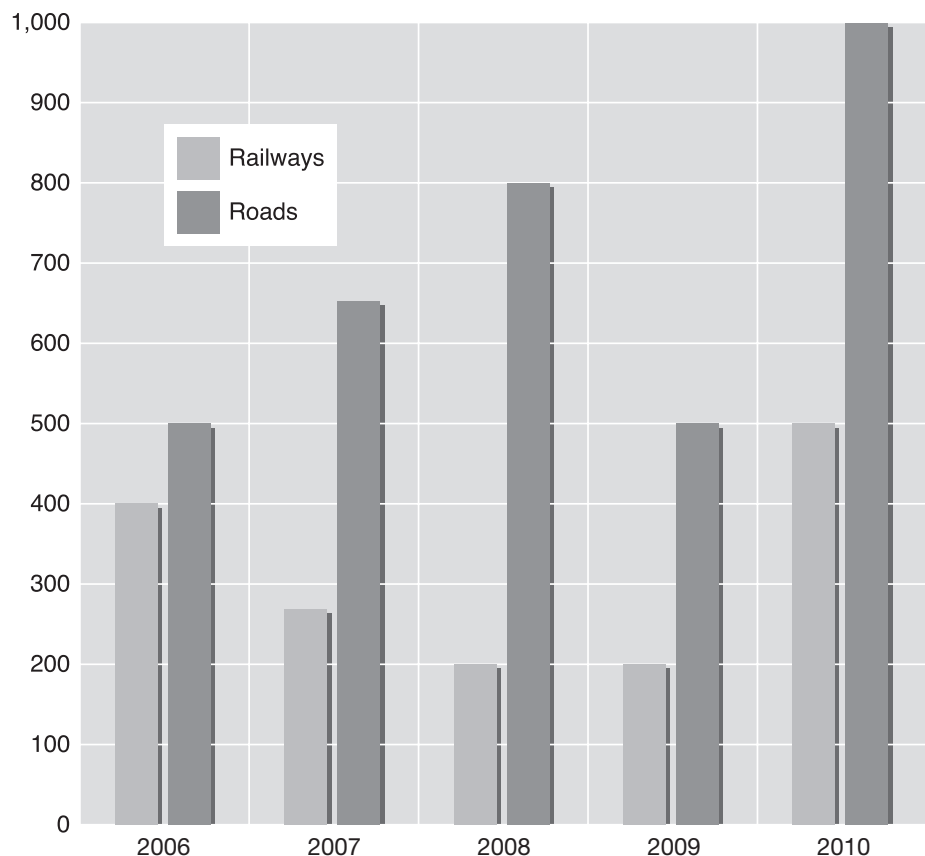
**A** Complete the sentences with linkers from the box.

given however in order to thus despite ~~although~~ unless

- 1 *Although*..... there will be a big increase in CO<sub>2</sub> emissions in India, per capita emissions in developed countries will still be far higher than in India.
- 2 Garnex, the Belgian retailer, said it achieved a 3 per cent reduction in electricity usage last year from an annual energy budget of more than €5m, ..... increasing its shop floor area.
- 3 Observers say Indian companies' aggressive bids in exploration auctions reflect a readiness to accept a lower rate of return than western companies ..... secure a strategic asset.
- 4 Peter Morgan, economist at HSBC in Tokyo, believes the indirect impact of slower global growth – and ..... lower demand for Japanese exports – is twice the direct impact in terms of reduction to GDP.
- 5 The world will soon experience a severe energy crunch ..... the major energy firms stop digging ever deeper into existing reserves.
- 6 Today solar energy is one of the most popular alternative sources of energy. Ten years ago, ....., it was still widely regarded as impractical.
- 7 ..... the extent of the climate change crisis, we all need to learn a radically new way of thinking.

**B** Write a report (maximum 150 words) on the chart below.

- The bar chart below shows the levels of a country's investment budget for the development of its railway and road infrastructure for the period 2006–2010 (in millions of euros).
- Use the information from the chart to summarise the changes in the transport infrastructure budget.



**C**  **9 Listen and complete the notes below.**

- You will hear a consultant giving a talk to a group of business managers about saving energy in the workplace.
- As you listen, complete the notes below using up to three words or a number.

**Saving energy in the workplace**

**Lighting**

Switch off the lights if there is .....<sup>1</sup>  
 Careless use of artificial light costs companies .....  
 .....<sup>2</sup> every year.  
 Installing dimmers and motion sensors can be .....  
 .....<sup>3</sup>

**Heating**

This also covers two closely related areas, i.e., .....  
 .....<sup>4</sup>  
 In company buildings, .....<sup>5</sup> of the  
 energy consumed is used for space conditioning.  
 If you want to extend the life of your equipment, .....  
 .....<sup>6</sup> is absolutely essential.  
 It is worth spending money on programmable thermostats because they are  
 .....<sup>7</sup>

**Office equipment**

If you leave your office for more than .....<sup>8</sup>  
 minutes, turn your computer off.  
 The computer monitor typically consumes .....<sup>9</sup>  
 of the total energy used by the system.  
 Employees should be encouraged not to use the photocopier during  
 .....<sup>10</sup>  
 Copiers often have automatic controls to reduce their power consumption during  
 .....<sup>11</sup>  
 Such a copier can save you up to .....<sup>12</sup>  
 in electricity compared to standard models.

**D** **Before you listen, think of how these phrases from decision-making meetings could be completed.**

**Disagreeing indirectly**

- 1 I'm not so ..... I agree with you there.
- 2 I see things a little ..... from you.

**Emphasising a point**

- 3 I ..... think it's important to act quickly.
- 4 We ..... can't afford to let the competition act first.
- 5 I know I keep ..... on about this, but it's our reputation that's at stake.

**Avoiding making decisions**

- 6 Let's not ..... any hasty decisions.
- 7 Let's ..... our options open.
- 8 We should ..... this through a bit more.
- 9 I'm in two ..... about it really.

**E**  **10 Now listen and complete the phrases with the words you hear.**