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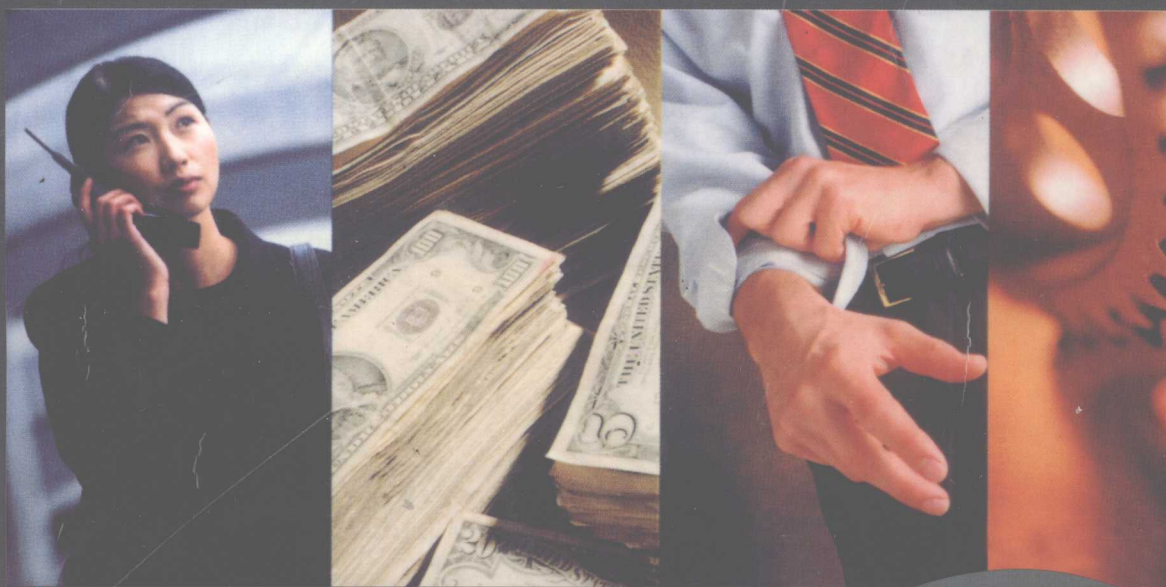
WITH FREE CD



# 新编剑桥商务英语 自测练习与解答 (高级)

## PASS Cambridge BEC Higher

Self-Study Practice Tests *with Key*



Russell Whitehead  
Michael Black



经济科学出版社  
Economic Science Press



Summertown  
Publishing

**PASS Cambridge BEC  
Higher Self-Study Practice Tests  
with Key**

# 新编剑桥商务英语 自测练习与解答

(高级)

Russell Whitehead  
Michael Black

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为了给考生应试提供全面有效的学习指导,以使其熟悉试题题型,顺利通过考试,经济科学出版社原版引进了英国Summertown出版社出版的本套自测练习与解答。它为每个级别的考生分别提供了三套完整的自测试题,每套自测试题均包括阅读、写作、听力和口语测试,并相应配备听力CD光盘,可作为BEC考试的模拟试卷使用。在全书的最后还附有详细的测试题答案,其中还为写作部分提供了详细的写作范例。

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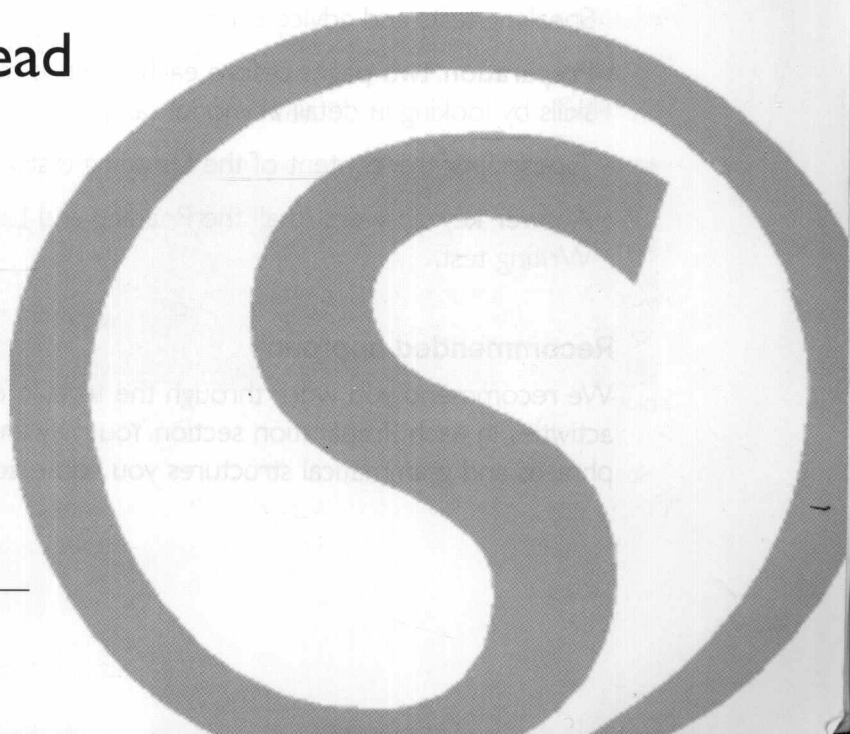
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# Introduction

## The Cambridge Business English Certificate

The Cambridge Business English Certificate (BEC) is an international Business English examination which offers a language qualification for learners who use, or will need to use, English for their work. It is available at three levels: Preliminary, Vantage and Higher.

## The Cambridge BEC Higher Examination

The Cambridge BEC Higher examination is made up of four tests.

### Reading (60 minutes)

There are six reading tasks. They test skills such as reading for gist, global meaning and detail, and knowledge of vocabulary, structure and discourse features.

### Writing (1 hour 10 minutes)

There are two writing tasks. The first tests your ability to write concisely, describing or comparing graphic information. The second, longer task tests your ability to, for example, summarise, recommend, persuade, evaluate, explain.

### Listening (approximately 40 minutes)

There are three listening tasks. These test your ability to understand monologues and dialogues by making notes of specific information; identifying topic, function, opinion, etc; and interpreting arguments and opinions.

### Speaking (16 minutes)

The speaking test includes conversation, a mini-presentation and a discussion, with an examiner and another candidate.

## Pass Cambridge BEC Higher Practice Tests

This Practice Test book (and CD) aims to provide useful support for students preparing to take the Cambridge BEC Higher examination. It consists of:

- **Three complete practice tests.** Each practice test includes the Reading, Writing, Listening and Speaking tests and advice on how to approach each task.
- **Preparation:** two pages before each practice test to enable students to focus on key writing skills by looking in detail at model sample answers.
- **Tapescripts:** the content of the Listening tests.
- **Answer key:** answers to all the Reading and Listening tests and sample answers for the Writing test.

## Recommended approach

We recommend you work through the tests in order. Before you start each test, complete the activities in each Preparation section. You may find it useful to keep a record of useful words, phrases and grammatical structures you come across.



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# Pass Cambridge BEC Higher Practice Tests



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# Writing skills

## Two-word business expressions

- ① Many common business expressions consist of two words, e.g. *customer service*. Match the words below.

- |                |                        |
|----------------|------------------------|
| 1 blue-chip    | a) chain               |
| 2 distribution | b) company             |
| 3 job          | c) control             |
| 4 marginal     | d) channel             |
| 5 market       | e) cost                |
| 6 mission      | f) margins             |
| 7 profit       | g) satisfaction        |
| 8 stock        | h) <u>segmentation</u> |
| 9 supply       | i) <u>statement</u>    |

## Proposal writing

- ② Read the sample Writing Test question and answer on the opposite page and look at the notes below.

- 1-4 Standard top section.
- 5 An often used heading to explain why the proposal or report has been written.
- 9-15 Note that the two proposals are introduced (line 10), and set out in separate paragraphs, with *one* and *secondly* to mark each one clearly.
- 17-20 Note that the writer gives reasons for the suggestions regarding implementation, i.e. *as the process is likely to take two or three months and since the positions are unlikely to attract people living outside this area*. These explanations make the proposal far more convincing than simply writing *The recruitment of new staff should be given top priority*.
- 21 Note the way of moving from recruitment to the discount scheme: both a new paragraph and the introduction phrase *as regards*.
- 25-27 This section gives a disadvantage, as required by the task. Note that by dealing with the objection, the proposal ends positively.

Note the use of headings for each section of the proposal.

Note the range of common business expressions, e.g. *customer loyalty*, repeat orders, natural wastage, customer retention.

Note the attempt to avoid repeating words, e.g. the use of *personnel* and *staff*; *customer retention* and *customer loyalty*; *as* and *since*.

Note the attempt to avoid using words given in the task, e.g. *customer loyalty* (4) instead of *to retain customers*.



### Question 3

- Too many customers purchase from your company once only, and the Sales Manager has asked staff to think of ways to retain more of them.
- Write your proposal for the Sales Manager,
  - suggesting a reason for the lack of repeat orders
  - putting forward one or two ways to retain customers
  - outlining how your ideas could be implemented
  - mentioning one or two possible disadvantages of your ideas.
- Write 200 – 250 words on the separate answer paper provided.

1 To: Sales Manager  
2 From: Geraldine Salmon  
3 Date: March 21  
4 Subject: Customer loyalty

#### 5 Background

6 The proportion of customers placing repeat orders has halved in the last two  
7 years, to 12 per cent. One possible cause is the reduction in our sales  
8 personnel through natural wastage.

#### 9 Proposals

10 I suggest two ways of improving the customer retention rate.

11 One is to recruit three new sales people, to return to the full complement that  
12 we had until two years ago. This would relieve the pressure on all sales staff,  
13 allowing them to devote more time to maintaining relationships with customers.

14 Secondly I propose offering corporate customers a discount in return for a  
15 commitment to buy goods to a certain value within a set period.

#### 16 Implementation

17 The recruitment of new staff should be given top priority, as the process is  
18 likely to take two or three months. Advertising the vacancies in local Advertise vt  
19 newspapers is probably the most effective way of reaching potential applicants,  
20 since the positions are unlikely to attract people living outside this area.

21 As regards the discount scheme, perhaps a small group comprising staff from vt  
22 Finance, Production and Sales could work out a viable scheme, which would  
23 be attractive to customers but still give adequate profit margins.

#### 24 Possible drawback

25 Clearly both schemes, particularly the recruitment of new staff, would entail vt  
26 considerable costs. However, increasing the level of repeat orders would lead  
27 to savings on advertising, and in the long run should improve profits.

# PRACTICE TEST 1: READING

## PART ONE

### Questions 1 – 8

#### How to approach Reading Test Part One

- In this part of the Reading Test you match eight statements with five short texts.
- First read each short text and then read the sentences to see which ones refer to the text.
- Make sure you read each text for overall meaning. Do not choose an answer just because you can see the same words in the text.

- Look at the sentences below and at the five sections from an article about benchmarking on the opposite page.
- Which section of the article does each sentence refer to?
- For each sentence 1 – 8, mark one letter (A, B, C, D or E) on your Answer Sheet.
- You will need to use some of these letters more than once.

Example:

- 0 Benchmarking exercises most often take place in a single industry. (Answer: B)

1 Ideas that emerge from a benchmarking exercise may be better than any current practice. E

2 In some cases companies receive information without knowing which organisation produced it. B

3 Certain methods of benchmarking generally do not impose restrictions on the kinds of knowledge that can be shared openly. C

4 One goal of benchmarking is to solve problems common to companies in a variety of fields. A

5 Benchmarking exercises can enable all participants to make improvements in their operations. A

6 Benchmarking exercises may lead to an improvement in contacts with other people. D

7 It may be a weakness of benchmarking that organisations imitate others. D

8 Some forms of benchmarking do not restrict the availability of data to those organisations taking part. C

- A** Benchmarking involves establishing minimum standards of performance and quality, based on identifying the best method and practice followed in other organisations. These standards can then be used as yardsticks to measure the organisation's current costs, production, management and customer focus, and identify areas where they fall short of norms. According to its supporters, benchmarking raises awareness of innovations and best practice, thus helping all companies taking part in benchmarking exercises to increase their competitiveness: by imitating best practice they may be able to reduce their costs or improve their customer service.
- B** There are a number of approaches to benchmarking. Typically, exercises are carried out by companies working within the same field or sector, as in the International Motor Vehicle Programme. Between 1985 and 1990 this brought together car manufacturers from Europe, the USA and Japan with the aim of introducing the western companies to Japanese production methods. As benchmarking by competitors can be very sensitive, in some cases data is mediated through a neutral body, such as a business school, to protect confidentiality and make sure that no trade secrets are revealed.
- C** There are also instances of companies in widely different industries comparing their management practices, to see how others have dealt with difficulties in internal communications, supply chain management, and other areas where practice is transferable from company to company without affecting competition between rivals, in other words, topics where confidentiality is not at issue. To a certain degree this practice has been aided by the development of internet websites dedicated to the sharing of information, sites which, being in the public domain, are universally accessible. Of course, this means that only certain types of data are provided. *restriction*
- D** Unlike benchmarking exercises with competitors, which run the risk that participants may want to take what they can and give away as little as possible, benchmarking between the divisions or business units of a single company is far less likely to lead to the withholding of information. As a by-product, co-operation among different sections of the company may well be enhanced, both through increased understanding of how others operate, and by simply being able to put a face to a name, and know who to talk to about a particular work-related problem.
- E** Learning from the successes and failures of others can of course be very valuable. On the other hand, critics claim that by concentrating on existing best practice, companies simply seek to emulate other businesses. Content to achieve the best of what is being done at the moment, they do not attempt to move beyond it to reach the best possible. However this ignores the creative aspect of the process: learning about other organisations' operations may well spark off fresh ideas, as in a brainstorming session, and lead into the realm of true innovation.



## PART TWO

### How to approach Reading Test Part Two

- In this part of the Reading Test you read a text with gaps in it, and choose the best sentence to fill each gap from a set of eight sentences.
- First read the text for overall meaning, then go back and look for the best sentence for each gap.
- Make sure the sentence fits both the meaning and the grammar of the text around the gap.

### Questions 9 – 14

- Read the text on the opposite page from an article about how a company reduced its transport costs.
  - Choose the best sentence from below to fill each of the gaps.
  - For each gap 9 – 14, mark one letter (A – H) on your Answer Sheet.
  - Do not use any letter more than once.
  - There is an example at the beginning, (0).
- ☒ A Before the review, transport was eating up 3 per cent of the company's UK sales revenue.
- ☐ B Nevertheless, the situation was not helped by the fragmented nature of the haulage industry.
- ☒ C More than 60 did so, and their quotes were then analysed.
- ☒ D Among the terms they included in these contracts were requirements for improvements in costs, flexibility and reliability.
- ☒ E None had come into logistics as part of a management career.
- ☒ F But hauliers at the other end of the scale were not automatically excluded.
- ☒ G These results horrified the company, as they were far worse than had been anticipated.
- ☐ H Some transport they could not account for at all.

# Route to big delivery savings

There are few areas left within the world's largest businesses where one close look can deliver instant savings of 1 per cent of sales. For Rhodia, the chemicals arm of French conglomerate Rhône-Poulenc, scrutiny of the company's transport costs in the UK led to just such savings. Management consultants A.T.Kearney were commissioned to review the company's operations. They scoured order books, invoices and transport logs at the company's fourteen UK sites. (0) ..... Surprising as it may seem, there were simply no records.

A.T.Kearney's initial survey found that transport accounted for 10 per cent of the company's traceable spending in the UK, and that during a 12-month period, 235 different hauliers had moved products for the company. The company were also running a 30-strong fleet of their own.

(9) In a more positive light, though, they meant that the opportunity to improve was huge.

Transport buying was being dictated by the backgrounds of the buyers, rather than rational criteria. (10) ..... Instead, they were typically former drivers or site workers who bought transport from a network of contacts built up over many years.

Even where buyers were seeking the cheapest transport, their task was complicated by numerous different

tariffs for different measures. For A.T.Kearney, the solution lay in a comprehensive, standardised tendering process. During the following weeks, all the company's existing suppliers, Rhodia's own fleet, and others were invited to tender for business. (11) ..... Modelling of these responses began: what if this part of the business was given to X, and this part to Y – what does it do to costs?

Rhodia then went back to the most promising applicants and offered them deals for packages of business. (12) ..... In this way the company ensured that they got the best possible arrangement. Inevitably, this process favoured large suppliers. (13) ..... For example, a driver with his own lorry, who had been transporting goods for the company for years, submitted a tender. A subcontracting arrangement was made for him with one of the final suppliers.

Today, Rhodia have five main hauliers, who account for 90 per cent of the company's transport spending. All rates are standardised: the whole system is a very simple one. But perhaps the most extraordinary outcome from this monumental number-crunching exercise was the bottom line impact. (14) ..... A

The new set-up has delivered savings of more than 25 per cent. And the company is confident of achieving even more savings.

## PART THREE

### Questions 15 – 20

#### How to approach Reading Test Part Three

- In this part of the Reading Test you read a longer text and answer six questions.
- First read the questions. Try to get an idea of what the text will be about. Then read the text for general understanding.
- Then read the text and questions more carefully, choosing the best answer to each question. Do not choose an answer just because you can see the same words in the text.

- Read the article on the opposite page about interim managers who work for companies on short assignments and the questions below.
- For each question 15 – 20, mark one letter (A, B, C or D) on your Answer Sheet for the answer you choose.

15 What does John Tiernan like about interim management?

- ☒ A the opportunities to have extended holidays
- ☒ B the chance to learn from other people's mistakes
- ☒ C the contact with a number of different companies
- ☒ D the knowledge that the work he is doing is important

16 Concerning the way that he gets jobs, John Tiernan believes that

- ☒ A he would benefit from being on a computer database.
- ☒ B the agency knows him well through personal contact.
- ☒ C he would benefit from meeting more interim managers.
- ☒ D the agency treats him better than other agencies would.

17 What did John Tiernan find about his assignment with Jarvis Porter Group?

- ☒ A The task proved different from what he had been asked to do.
- ☒ B The customer service staff did not co-operate with him.
- ☒ C He thought it unnecessary to close the division down.
- ☒ D Customer service was worse than he had expected.

18 According to the writer, which type of communication is uncommon for interim managers?

- ☒ A maintaining close contact with the company's Chief Executive
- ☒ B getting to know people at all levels in the company
- ☒ C receiving feedback from somebody outside the company
- ☒ D sending regular reports to the agency about the work being done



19 What reason is given for some companies' resistance to using interim managers?

- ☒ A Interim managers may not be concerned about the company's future.
- ☒ B It is difficult to justify the cost of an interim manager.
- ☒ C The company has to rely on the agency's choice of interim manager.
- ☒ D Interim managers can lower the morale of staff.

20 What point is made about interim management in the last paragraph?

- ☒ A There are too few agencies to meet the demand.
- ☒ B There is inconsistency in what agencies deliver.
- ☒ C Too few companies are aware of the benefits.
- ☒ D There are too few good interim managers.

John Tiernan has spent five years trouble-shooting as an interim manager, hired on short-term assignments by a variety of companies to sort out their problems. He has no desire to return to the certainties of a permanent position, because now, whichever company he is working for, he is perpetually involved in a meaningful task that's critical to the business at that time. Though he admits that sorting out the aftermath of other people's misjudgments can be frustrating. At first he found the gaps between jobs traumatic, but now he has got used to them, so when a job ends he simply books a holiday.

Mr Tiernan is part of a relatively small pool of managers used by agency BIE. Whereas most suppliers of interim managers have large databases, which they tap into in order to match a manager's qualifications and experience with a client company's requirements, BIE tries to develop a good understanding of its managers' personalities and of how they are likely to fit into a company through interviews and from feedback on their previous assignments. He is very happy with the way the agency treats him, though he admits that he has no idea how this compares with other agencies. One advantage he finds of being one of a small number

of managers is that they can get to know each other well, through the agency's social and professional development activities.

Interim jobs are frequently highly pressured and can be uncomfortable. John Tiernan was recently brought in to improve customer service at a division of Jarvis Porter Group, a printing and packaging company. Initial resistance from staff fairly soon melted away, but then Mr Tiernan realised that the division's trading position was unsustainable, and it soon became clear that what was needed was a shutdown, not a rescue. Mr Tiernan managed the closure, in which about 250 jobs were lost.

The secret is always to keep channels of communication open. Making oneself known to the whole range of employees is useful, although it may not be enough to prove one's value to the company. Keeping the company's Chief Executive informed is essential for the interim manager's actions to be understood and accepted. Agencies, too, often like to keep track of what their managers are doing for their clients, though few have gone as far as W&S. This Dutch agency arranges for its interims to be assisted by expert 'shadow managers' back at base, who act as a sounding board for

their ideas and actions.

Client companies hire interim managers to deal with temporary situations, such as mergers or delays in filling senior posts. Although interim managers don't come cheap, inaction may be even more costly, and if the company has established a good relationship with an agency, it can trust in the latter's ability to supply someone suitable. The interim manager arrives without corporate baggage or vested interests, which may be an advantage in the effect they have on staff, but the potential downside, which deters some companies from using them, is a fear that having only a short-term commitment to the company, they might not have its long-term interests at heart.

Interim management providers' defence is that the success of the system is precisely due to the reputation of managers such as Mr Tiernan. But there are fears that the growing demand for interim managers is encouraging too many new agencies to be set up, and the absence of uniform practices is endangering quality and leading to an overall fall in standards. Whatever happens, though, it looks, as though interim managers are here to stay.