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思马得英语系列丛书

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- 总策划：苑涛 樊一昕
- 主编：思马得学校



“三最”新编

# 剑桥商务英语

## 高级全真模拟题

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Smart English Series

总策划:苑 涛 樊一昕

# **“三最”新编剑桥商务英语 高级全真模拟题**

主 编 思马得学校

同济大学出版社

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# 前 言

本书是专门为有志于攻克剑桥商务英语高级考试的学子们量身定做的应试宝典,是帮助他们在考前黄金复习时段牢固、彻底、扎实掌握各种试题的题型及破解技巧的训练纲要,是向广大考生指出通往理想考分终南捷径的不二路标。

在书中,我们精心编录了 15 套全真模拟题,并将庞杂的考点知识、应试技巧和试题分析适当浓缩、分置于各套考题后的参考答案中,有利于读者的记忆巩固和实战运用。同时,科学的梯度设置,逐步提高的模拟题难度有助于读者循序渐进地提高商务英语的综合水平和应试能力。

我们承诺:向您介绍最高分的实战技巧,给您提供最全真的感受,为您指点最捷径的方法。

思马得学校图书编辑部

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# 剑桥商务英语高级全真模拟题 (一)

## Reading Test (60 minutes)

### Part One

- Look at the sentences below and following texts.
  - Which text does each sentence refer to?
  - For each sentence 1—8, mark one letter A, B, C, D or E.
  - You will need to use some of the letters more than once.
1. The shop for sale includes bedrooms. D.
  2. The shop is brought with reputation by its reasonable prices and good services.
  3. The shop will be suitable to a variety of business.
  4. The shop has a history of half a century.
  5. The shop caters for banquets.
  6. The shop has just been decorated.
  7. The shop needs further furnishing.
  8. The shop can be either rented or bought.

The following businesses in the region are offered for sale.

#### A. Restaurant

A large well-decorated restaurant in an excellent position near the city center. Open three years with annual turnover of £100,000.

Regular trade and bookings for wedding special occasions, etc.

Available on 50-year lease.

Price on request.

#### B. Established Pottery

Family business established for over fifty years in city's main commercial area.

Small pottery currently employs twelve people producing china figure vases and other decorative items.

Price includes premises plus equipment and raw materials.

Price £200,000.



**C. Vacant Shop**

Located in superb historic building on excellent city center site. Large premises recently renovated to a very high standard.

Would suit a wide range of different trades. Available on limited (three-year) lease or longer if required.

Short lease £15,000.

**D. Garage and Car Repair**

Small business with great potential for development.

Garage with petrol station on main road between city and coast. Includes large workshop suitable for car repair business. Small three-bedroom house attached to workshop and room for further building.

Whole property £190,000.

**E. Flower Shop**

A small well-decorated flower shop in the downtown area.

Open for two years and enjoy high reputation for its reasonable prices and good service.

Available on limited (two-year) lease or for sale.

Price on request.

**Part Two**

- Read the following text.
- Choose the best sentence from A—H to fill in each of the gaps.
- For each gap 9—14, mark one letter A—H.
- Do not use any letter more than once.

Chile has become one of Europe’s favorite sourcing countries for fruit and vegetables. In fact it has taken less than ten years for Chile to establish itself as Latin America’s largest exporter of fruit and vegetables, with Europe the largest consumer. Fresh produce exports are one of the country’s main growth sectors, (9) A G.

Much of the country’s agriculture is carried out in the fertile Maipo Valley, (10) D. The Mediterranean climate and fertile soil provide ideal growing conditions, helped by a comparative absence of insects and disease. Being located in the southern hemisphere is another advantage and, at certain times of the year, (11) H.

The Chileans recognize that investment is the key to continued success, and have invested heavily in food-processing and packaging technology in order to build up sales of value-added



foods, (12) F, in addition to the original juices and jams. Raspberries are their largest frozen fruit export. There has been a dramatic rise in the export sales of frozen fruit and vegetables, (13) ~~G~~. A

A very important player in this success story has been the Frutos del Maipo Corporation. Frutos del Maipo was formed in 1978, originally to provide fruit for jam producers in Chile. Using both fresh and frozen fruit, it now supplies the national industry all year round, as well as the principal markets of Europe, the USA and Japan. Its sales last year reached 8,000 tons and were valued at US \$12m, representing 30% of the Chilean market.

The UK is Chile's fourth largest European importer of frozen produce, (14) B. The distance between Santiago and the UK means that most of this fruit and vegetable cargo is transported by air. British airways has benefited from the dramatic increase in exports to the UK, adding a third direct weekly flight to Santiago. BA's World Cargo Division has seen a 45% growth in the movement of fresh goods from Chile to the UK in the last year. According to Rodrigo Casal of British Airways World Cargo, this trade between Chile and the UK will continue to grow at a rapid rate.

- A. which have increased by as much as 4000% in some cases
- B. importing over three million tons, valued at US \$6m
- C. which is the largest importer in Asia
- D. which is also famous as a wine-growing area
- E. but Chile doesn't export bananas, apples and oranges
- F. such as frozen and tinned fruit and vegetables
- G. with over 36 million tons of fruit and seven million tons of vegetables exported world-wide each year
- H. fruit such as grapes and certain vegetables can be obtained only from Chile

### Part Three

- Read the following text.
- Each question has four suggested answers or ways of finishing the sentence, A, B, C and D.
- Mark one letter A, B, C or D for the answer you choose.

How do you teach managers to manage? Henry Mintzberg, a professor of management at McGill University in Montreal, has long held a contrary view to that proposed by most business schools. In this constantly stimulating book he divides his answer into two parts: first, he argues that the traditional qualification, the Masters of Business Administration (MBA), is the wrong way—he says it “prepares people to manage nothing”. Then he expounds what he believes is the right way: an imprecise mix of personal reflection and the sharing of experience.





Mr Mintzberg finds fault with the emphasis that many MBA programs place on frenetic case studies which encourage students to come up with rapid answers based on meagre data. But more than that, he criticizes them for their concentration on dry analysis. Such courses, he says, enable their graduates to “speak convincingly in a group of 40 to 90 people”, and make them believe they can leapfrog over experience. That, though, is not the sum total of what is required to manage a complex commercial organization.

Synthesis, not analysis, argues Mr Mintzberg, “is the very essence of management”. On several occasions he cites Robert McNamara, once president of the Ford Motor Company and a United States secretary of defense in the 1960s, as the archetypal MBA, a man who thought that even in Vietnam “generic analysis could substitute for situational knowledge”. More recently, the qualification has been thrown into deeper disrepute by the heavy dependence of companies such as Enron on MBA recruits. Its former chief executive Jeffrey Skilling, currently awaiting trial on 36 charges of fraud and insider trading, liked to boast that he came in the top 5% of his MBA class at the Harvard Business School.

And yet, if the MBA is so bad at teaching management, how come America has far more successful businesses than Europe and Japan, areas of the world that are significantly less enthusiastic about such methods of learning? Leaving aside the unprovable rejoinder that American firms would have done even better without the MBA, Mr Mintzberg argues that any list of America’s most admired corporate leaders is heavily loaded with people who don’t have the qualification: Bill Gates, Warren Buffett, Jack Welch, Michael Dell and Andy Grove, to name but a few. The fact that some 40% of the bosses of America’s biggest companies today have an MBA is, he claims, largely due to the fact that the system is self-perpetuating. “Enabling Harvard to place so many people at the top is the fact that Harvard already has so many people at the top.”

Mr Mintzberg is not alone these days in questioning the value of the traditional MBA. Leading consultants such as McKinsey and Mercer are spreading their recruitment net much more widely. Mercer’s London office says that one year’s in-house training enables young graduates to “run circles round newly minted MBAs”. In its February issue, the Harvard Business Review (no less) said that “an arts degree is now perhaps the hottest credential in the world of business”, with corporate recruiters trawling places such as the Rhode Island School of Design.

“Managers not MBAs” throws a stone into the often complacent world of management education. It should be required reading for anyone who has the qualification, wants one, or just wonders what all the fuss is about.



15. What's the topic of this passage?
- A. How to teach managers to manage.  
B. MBAs are not all proper managers.  
 C. Mr. Mintzberg's research on MBAs.  
D. MBA study is a good way to cultivate managers.
16. We can guess that this passage is probably a \_\_\_\_\_.
- A. TV commentary  
B. news report.  
 C. book review  
 D. newspaper article
17. Why does Mr. Mintzberg think that MBA course "prepare people to manage nothing"?
- A. Because it doesn't teach any knowledge at all.  
B. Because it only teaches with some case studies.  
 C. Because it doesn't emphasize on synthesis.  
D. Because it doesn't teach students how to manage a real company.
18. Why does Mr. Mintzberg cite Jeffrey Skilling?
- A. Because he's awaiting trial on 36 charges.  
B. Because he came in the top 5% of his MBA class at Harvard.  
C. Because such MBA as he caused disrepute on MBA.  
 D. Because he's such an MBA that doesn't know management.
19. Which best describes what Mr. Mintzberg believes?
- A. MBA isn't so bad at teaching management.  
B. Good managers may be MBAs while MBAs don't equal good managers.  
 C. MBA course is useless as there are several admired managers who don't have this qualification.  
D. American firms would have done better without the MBA.
20. What's the main idea of Para 5?
- A. Mr. Mintzberg's idea is supported by others.  
B. McKinsey and Mercer are spreading their recruitment net.  
 C. Others' idea on traditional MBA.  
D. Details of the Rhode Island School of Design.

## Part Four

- Read the following text.
- Choose the best word to fill each gap.
- For each question 21—30, mark one letter A, B, C or D.

The purpose of any \_\_\_\_\_ (21) \_\_\_\_\_ interview is to choose the right person for the job in question or to select someone who shows potential \_\_\_\_\_ (22) \_\_\_\_\_ more senior posts. Interviews may not represent the ideal method of selecting staff. For one thing, how long you will wait will depend on the job in question. The lower the level of the job, the quicker you will discover how good you were \_\_\_\_\_ (23) \_\_\_\_\_ your selection. Be clear what you are



trying to achieve by the interview and how you intend to do it.

Interviewing requires many skills which only develop with the practice. Be careful that you are not being (24) in your judgments; try to be objective wherever possible. An example may illustrate the point. If you interview a long-haired applicant, you may be (25) by the length of his hair; you may (26) the long hair with untidiness, dirt or laziness. This is a subjective judgment—another interviewer may not be affected by hair length in the same way.

Subjective misjudgment is sometimes called the “(27) and horn effect”. This is how it works. We meet someone neatly dressed and well (28) and from this we assume that they are all things good; they will be reliable, honest, hard working, etc. We are blinded by their halo. (29), on meeting a roughly spoken scruffy individual we decide they will be unreliable, careless and lazy. We only see their horns. This problem needs to be overcome, since we could so easily overlook first-class candidates for vital posts because we (30) objective.

- |  |  |   |  |
|--|--|---|--|
| 21. <del>A</del> selective                               | <input checked="" type="checkbox"/> B. selection | C. selecting                                      | D. selected                                      |
| 22. <input checked="" type="checkbox"/> A. for           | B. to  | C. with   | D. in  |
| 23. A. for   | B. of  | <input checked="" type="checkbox"/> C. to         | D. with  |
| 24. <input checked="" type="checkbox"/> A. objective     | B. fair  | C. calm   | D. subjective                                    |
| 25. A. put off   | <input checked="" type="checkbox"/> B. put away  | C. put up   | D. put out                                       |
| 26. A. connect   | B. link  | C. tie  | <input checked="" type="checkbox"/> D. associate |
| 27. A. hair  | B. clothes                                       | <input checked="" type="checkbox"/> C. halo       | D. ear   |
| 28. <del>A</del> speaking                                | B. speaks  | C. to speak                                       | <input checked="" type="checkbox"/> D. spoken    |
| 29. A. Therefore   | B. Consequently                                  | <input checked="" type="checkbox"/> C. Conversely | D. Thus  |
| 30. <input checked="" type="checkbox"/> A. have not been | B. are not                                       | C. were not                                       | D. will not be                                   |

### Part Five

- Read the following text.
- For each question 31—40, write one word.

(31) Although London's Heathrow Airport is the busiest international airport in Europe, Amsterdam's Schiphol Airport has always claimed to be the best, especially by (32) for business travelers. But Schiphol is facing a new rival, Manchester Airport in (33) the north of England.

The latest survey of passengers by (34) by the World Air Transport Association (WATA) shows Manchester is in the world's top six airports. “The management team of (35) of Manchester airport are for customers' service”, says chief executive Geoff Muirhead.



In the survey, passengers gave Manchester an average of 8.32 points out of a maximum of ten, putting it ahead (36) ~~out~~ of Singapore's Changi Airport (8.26) and Schiphol (8.12). The detailed results of the survey show that Manchester scored the highest marks of any airport in business travelers, put Changi in top place in WATA's smaller survey of 40,000 business flyers; Manchester came second, with Schiphol again third. white (37) ~~But~~ Schiphol is still first for shopping facilities and transport links.

Manchester led in the availability of baggage carts (a British specialty, with (38) ~~as~~ London's Gatwick and Heathrow came third and fourth). Changi led in efficiency of baggage delivery, with Manchester second. Manchester is also mentioned for (39) its restaurant facilities, coming fourth after Melbourne. Sydney and Schiphol, in the order.

Muirhead said that beating competition from 42 other international airports was mainly due to the positive attitude of the staff. All 2,500 staff spent a day on a course learning how to deal with (40) difficult or dissatisfied customers. Muirhead and other senior directors also worked some nights in order to meet the night staff and encourage team-building.

### Part Six

- In most lines of the following text, there is one unnecessary word. It is either grammatically incorrect or does not fit in with the sense of the text.
- For each numbered line 41—52, find the unnecessary word. Some lines are correct. If a line is correct, write CORRECT.

Dear Mr. Hinson,

I would like to confirm, in writing the arrangements that we agreed (41)  at last week for the program. (42) ~~at~~

1. Schedule

A. From 13th May through 16th July, 33 bed nights ~~on~~ every Friday and (43) on Saturday. Guests will arrive ~~at~~ 18:00 on Friday and (44)  depart 10:00 on Sunday.

B. From 22nd July through 30th August, 66 bed nights ~~on~~ every (45) on Friday and Saturday, and every Monday and Tuesday.

2. Accommodation

For Period A above, ~~and~~ we will require 12 standard rooms with (46) \_\_\_\_\_ shower, and 9 single rooms with shower. ~~If~~ for Period B (47) \_\_\_\_\_ above, ~~so~~ we will require 24 standard rooms with shower, and (48) \_\_\_\_\_ 18 single rooms with shower.

The groups will require full American Plan ~~that~~ with an (49)  additional packed lunch on the day of departure. (50)

I hope this represents the discussion we had. ~~So~~ I would be (51) \_\_\_\_\_



grateful if you would let me know about if you have any further comments. Meanwhile, I will have a contract drawn up.

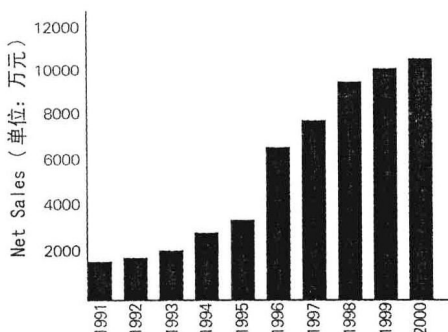
(52) \_\_\_\_\_

Yours sincerely,  
William Clark  
General Manager

## Writing Test (70 minutes)

### Part One

- The graph below shows sales for a company between 1991—2000.
- Using information from the graph, write a short report describing.
- Write 120—140 words on your Answer Sheet.



### Part Two

- Your company has decided to invest some of this year's exceptionally high profits in one of the following areas:
  - New computers
  - Employee training
  - Special bonus payments
- You have been asked to write a report recommending how the profits should be invested and what benefits would be achieved.
- Write 200—250 words on Your Answer Sheet.

## Listening Test (40 minutes)

### Part One

- You will hear the following text.
- As you listen, for questions 1—12, complete the notes using up to three words or a number.
- You will hear the recording twice.



This passage gives some details for those \_\_\_\_\_ (1) \_\_\_\_\_, because they may often have difficulty finding \_\_\_\_\_ (2) \_\_\_\_\_ to hold a conference.

The Cornwell Conference Center can be easily reached by \_\_\_\_\_ (3) \_\_\_\_\_. It has 2 conference rooms, 3 \_\_\_\_\_ (4) \_\_\_\_\_, and one first-class restaurant.

The Eastby Business Center can provide some special service, such as arranging concerts and discos \_\_\_\_\_ (5) \_\_\_\_\_, but there's no \_\_\_\_\_ (6) \_\_\_\_\_ at the center.

If one company has \_\_\_\_\_ (7) \_\_\_\_\_ and meetings, it can choose the Greenhill Center, whose \_\_\_\_\_ (8) \_\_\_\_\_ are highly trained. The meeting rooms are equipped with \_\_\_\_\_ (9) \_\_\_\_\_. There is a hotel near the Greenhill Center, so that guests can \_\_\_\_\_ (10) \_\_\_\_\_.

The Metro Regent is quite close to Eastby \_\_\_\_\_ (11) \_\_\_\_\_, and it can hold about 200 people. But this conference center won't be available for the \_\_\_\_\_ (12) \_\_\_\_\_ and for the New Year.

## Part Two

- You will hear five different talks.
- For each extract there are two tasks. For Task One, choose the identity of each speaker from the list A—H. For Task Two, choose the topic of each talk from the list I—P.
- You will hear the recording twice.

### TASK ONE

- |           |  |
|-----------|--|
| 13. _____ | A. manager of human resources department |
| 14. _____ | B. manager of design department          |
| 15. _____ | C. manager of financial department       |
| 16. _____ | D. secretary                             |
| 17. _____ | E. manager of sales department           |
|           | F. chief executive officer               |
|           | G. manager of production department      |
|           | H. manager of personnel training         |

### TASK TWO

- |           |  |
|-----------|--|
| 18. _____ | I. ask the employee to comply with the philosophy of the company |
| 19. _____ | J. give opinion of a design                                      |
| 20. _____ | K. require to improve on financial issues                        |
| 21. _____ | L. complain about services                                       |
| 22. _____ | M. visit a garden  |
|           | N. give directions to take pills                                 |
|           | O. improve the product   |
|           | P. train the employee  |



### Part Three

- You will hear the following dialogue.
  - For each question 23—30, mark one letter A, B or C for the correct answer.
  - You will hear the recording twice.
23. What does the woman do?  
A. A receptionist.                      B. A telephone operator.                      C. A waitress.
24. When will the guest leave?  
A. On Monday.                      B. On Thursday.                      C. On Friday.
25. Why does the woman say that they are rather full?  
A. Because they are having meals at the moment.  
B. Because there are quite many guests at the moment.  
C. Because they are very busy at the moment.
26. What does the man want?  
A. 3 single rooms.                      B. 3 double rooms.                      C. 2 double and 1 single.
27. What can not the hotel actually offer?  
A. 2 double and 1 single on the 6th floor.  
B. 3 double rooms on the 6th floor.  
C. 2 double and 1 single on the ground floor.
28. How much will the man pay for one night altogether?  
A. 4200                      B. 4500                      C. 3600
29. According to the conversation, which is not true?  
A. There is a lady among the guests.  
B. One of the guests is disabled.  
C. The conference room and the restaurant are not on the same floor.
30. What's the man's telephone number?  
A. 021-64523388                      B. 021-65423228                      C. 021-65423388

### Speaking Test (15 minutes)

Why do companies merge with or acquire other companies? What problem can arise?

### Transcript

#### Part One

Conference organizers often have difficulty finding a suitable place to hold a conference. We would like to suggest four conference centers in our area where you are certain to find good service and value.

THE CORNWELL CONFERENCE CENTER



The Cornwell is twenty kilometers from Eastby and is most easily reached by car or coach. It has two conference rooms, each seating up to three hundred people, and three seminar rooms, each holding a maximum of forty. There is also a first-class restaurant. There are excellent telephone, fax and e-mail facilities. The price per head also covers bed and breakfast in a nearby hotel.

#### THE EASTBY BUSINESS CENTER

Companies needing a good social programmer as well as meeting rooms are well looked after at the EBC. The management can arrange concerts and discos on request. The EBC is located opposite the main entrance to the City Museum on Batman Street. As parking space is not available at the Center, the management recommends that guests leave their cars in the Eastby Railway Station car park, which is free.

#### THE GREENHILL CENTER

The Greenhill, only five kilometers from Eastby, is a good choice for small conferences and meetings. It is popular with any companies in the area. Highly trained reception staff speak a number of foreign languages. There are three comfortable meeting rooms, seating ninety people in total, all well equipped with audio-visual aids. The Center offers a special price if all three rooms are hired together. Guests can stay overnight in the nearby Greenhill Hotel, which has outdoor tennis courts.

#### THE METRO REGENT

The Metro Regent is a large, modern hotel in beautiful gardens, with a conference hall suitable for up to two hundred people. It is only ten minutes by train from Eastby city center. Cars and minibuses can be rented from the hotel. There is a busy program of conferences at the Metro Regent, especially in the summer, so early booking is advisable. The hotel is closed for the whole of November and for the New Year.

## Part Two

13. Mr. Wang, Jack came to talk to me, and I understand you have an attitude problem, and that you do things without following directions. Now I see where the attitude problem comes from. Sometimes, employees may not know the inner workings of a company, so you should do things according to his directions. Jack is your supervisor, and, regardless of how you feel about it, our company should have a can-do attitude. Now, you should think about the philosophy of this company. You need to follow it, if you agree with it. Do you understand? If you don't comply with requests one more time, we may have to relieve you of your duties here, but we don't want to do that.
14. When you get here in the morning, let the machine warm up for 3 to 5 minutes, because it needs to be hot to work well. When you operate the machine, please wear the gloves provided. That way you avoid any injury to your fingers. When you remove the wrapped packs from the machine, use these tongs because they are too hot. When you use the restroom, notify the supervisor. That way someone can take your place and you won't hold the line up. Be careful of the hot liquid used in production. Remember to wear your





protective gloves. Now, don't forget! There are harmful vapors present. Make sure to wear a respirator in the area at all times. Watch out for! Objects may falling from above. Always wear your helmet!

15. Oh, look at that! This is the elevator outside of the building. You can have a good bird's eye view of all the city from here. What you're going to see as you come out is what you're looking at now. This is what you're seeing at the end of the back yard. So it's a good perspective showing you know. I've got the design printed out, and I just want to pass it on to Kathy to get her opinion. When will you have the design completed? I think, the sooner the better. You see, there are many responsibilities and details involved.
16. Tom, what do you think about using a bit less sugar in the drug? You looked confused. More sugar would not be good. I can tell you why. I assume that the pill should not be chewable. Many Americans feel that, tablets should be swallowed, not chewed, and they don't like sugar, they hate sugar, for sugar can make people overweight. In regard to it, it looks like we might have to have another meeting to discuss the issue.
17. Concerning your efficiency, your accuracy concerns me. You don't always check your invoices for errors before sending them out. Such mistakes could cause the company to lose money and reduce ours customers good will. Of course, I've noticed that you respond to project inquiries by promptly sending out the appropriate information. That makes a good impression on our prospective customers. I'm very pleased with your efficiency in that area of productivity.

### Part Three

W: Hotel Hilton.

M: Good morning. My name's Les Miller. I'd like to book some accommodation for next Monday for four nights.

W: August 16th to 20th. Just one moment, sir. We are rather full at the moment, because of the book exhibition. What kind of rooms would you like?

M: I'd like three single rooms, all on the same floor.

W: I have three double rooms but not three singles available, sorry.

M: What's the difference in price?

W: Single rooms are 1200 yuan, doubles are 1500 yuan.

M: I see, um... what kind of rooms are the double rooms?

W: Very nice rooms, sir. I can give you three doubles on the sixth floor overlooking the city. They have balconies and bathrooms.

M: Now, one of the guests is in a wheelchair. Are these rooms accessible by wheelchair?

W: Ah, no, sir. The lift goes to the 5th only. In this case you could have three rooms on the ground floor one single and two doubles. No view of the city, but close to the garden.

M: And do you have a small conference room I can reserve for August 18th all day?

W: Er... yes, we have a nice quiet room that will take about 10 people, would that be suitable?