

**Cambridge Assessment English, Business Vantage – Test of  
Listening. Sample Test 2**

To be recorded on (Date)

Actors:

Rubrics:

Note:

**Part One**

**Recording One**

Actors: F:  
Notes

M:  
On phone

**Recording Two**

Actors: M:  
Notes:

F:  
On phone

**Recording Three**

Actors: M:  
Notes:

F:  
On phone

**Part Two**

**Thirteen:**

**Fourteen:**

**Fifteen:**

**Sixteen:**

**Seventeen:**

**Eighteen:**

**Nineteen:**

**Twenty:**

**Twenty-one:**

**Twenty-two:**

**Part Three**

Actors: F:  
Notes:

M:

<p style="text-align: center;"><b>Cambridge Assessment English, Business Vantage – Test of Listening. Sample Test 2</b></p>
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**TAPESCRIPT**

*(R = Rubric)*

**R: This is the Cambridge English, Business Vantage - Listening. Sample Test 2.**

You will hear an introduction to each part of the test and you'll have time to look at the questions before you listen.

You'll hear each piece twice.

While you're listening, you should write your answers on the question paper.

You'll have time at the end of the test to copy your answers onto the separate answer sheet.

There will now be a pause. Please ask any questions now, because you must not speak during the test.

**PAUSE: 00' 10"**

Now open your question paper and look at Part One.

**Part One. Questions 1 to 12.**

You will hear three telephone conversations or messages.

Write one or two words or a number in the numbered spaces on the notes below.

You will hear each recording twice.

**Recording One. Questions 1 to 4**

Look at the notes below.

You will hear a senior manager giving instructions to George, her junior colleague, about giving a presentation at the company's AGM.

You have 15 seconds to read through the notes.

**PAUSE: 00'15"**

**R: Now listen, and fill in the spaces.**

**PAUSE:** 00'05"

**F:** Morning George. You know the AGM is taking place soon? Well, I'd like you to give a presentation.

**M:** Oh, OK. What would you like me to talk about? I'll make some notes.

**F:** Well, I'm going to talk about the engineering department and I'd like you to cover the production department. You're familiar with that side of things.

**M:** Are there any particular points I should bring up?

**F:** Yes, you could outline the challenges we've faced, though I don't want you to sound too negative. For example, making sure we always have the correct volume of raw materials in stock. That hasn't been easy.

**M:** No indeed.

**F:** And the other matter we've had to deal with is the rapid increase in energy costs, though I know all manufacturing companies have the same problem. Fortunately, we don't have to worry about maintenance costs on the new building.

**M:** Yes, that's true.

**F:** Then I thought you could end on a positive note. You can present our half-year results, with graphs showing our performance against competitors. They're very encouraging.

**M:** OK. Sounds good.

**PAUSE:** 00'05"

**R:** Now you will hear the recording again.

[repeat]

**PAUSE:** 00'05"

**Conversation Two. Questions 5 to 8**

Look at the notes below.

You will hear an answerphone message left by a woman for her secretary.

You have 15 seconds to read through the notes.

**PAUSE:** 00'15"

**R:** Now listen, and fill in the spaces.

**PAUSE:** 00'05"

Millie here. I've received the minutes for last month's planning meeting and there are a couple of changes to be made before they can be approved. Firstly item 2, the proposal to go for a new supplier. My objection wasn't that I thought the proposed alternative supplier was inefficient but that they wouldn't be cost-effective. So I don't think we should use them. We'll have to keep looking. Then under item 4, our discussion on employment procedures, there's no record of what has been said by the most recent employees. Surely it would be useful to have that minuted? You've included the feedback we got from management. I've also got the next meeting's agenda and would like to put in another item on operating profits. I think it'd come best after the item on the budget proposal. And the last thing is an error in that agenda. It says we're going to review our pricing policy then but we decided to do that at the following meeting. It's the sales promotion we should be reviewing. Get back to me if this isn't clear.

**PAUSE:** 00'05"

**R:** Now you will hear the recording again.

[repeat]

**PAUSE:** 00'05"

### **Recording Three. Questions 9 to 12.**

Look at the notes below.

You will hear a woman enquiring about premises to rent.

You have 15 seconds to read through the notes.

**PAUSE:** 00'15"

**R:** Now listen, and fill in the spaces.

**M:** Smart Move Estate Agents. John Brown speaking.

**F:** Hallo. I'd like to know about some premises you're advertising.

**M:** Right. At which address?

**F:** Larch Street. I'm not familiar with the area. Is that near the industrial estate?

**M:** It's in town, close to the commercial district.

**F:** Right. And what sort of company's renting it now?

**M:** It's vacant at the moment.

**F:** I'm planning to open a recruitment agency – would it be suitable?

**M:** Well, these premises have been used most recently as a retail unit, though most of the other businesses in the building are service companies. There's insurance, a legal office, things like that. So I think it would be very suitable.

**F:** I wouldn't want to commit myself for more than a year...

**M:** Actually, it shouldn't be a problem. The local council is giving a financial incentive for renting premises in that area. They pay the rent for the first three months.

**F:** Oh, that's good! So do they own the premises?

**M:** Um, I think most of the buildings around there are privately owned. This one was recently bought from the Business College by a company called 'Top Properties'.

**F:** Fine. OK ... thanks for your help. Mm, I'll get back to you...(fade)

**PAUSE:** 00'05"

**R:** Now you will hear the recording again.

**[repeat]**

**PAUSE:** 00'05"

**R:** That is the end of Part One. You now have 20 seconds to check your answers.

**PAUSE:** 00'20"

**R:** Part Two. Questions 13 – 22

**R:** Section One. Questions 13 – 17.

You will hear five people advising how to identify a member of staff with management potential.

For each recording, decide what advice the speaker is giving.

Write one letter (**A – H**) next to the number of the recording.

Do not use any letter more than once.

You will hear the five recordings twice.

You have 15 seconds to read the list **A – H**.

**PAUSE:** 00'15"

**R:** Now listen, and decide what advice each speaker is giving.

**PAUSE:** 00'05"

**R:** Thirteen/Eighteen

**M/F:** It can be difficult to identify management potential. I've made a number of costly mistakes myself so now I try not to make a final commitment too quickly. You should find a project to put the person you're considering in charge of for a while. Then you can observe them to see whether they really do have the qualities you're looking for. If they turn out not to be as good at, say, managing people as you'd hoped, then it's not too serious.

**PAUSE:** 00'05"

**R:** Fourteen/Nineteen

**M/F:** When you're considering someone for promotion, it's important to bear in mind that different qualities are required of a line manager. For example, a manager has to work well under pressure. Moreover, he or she might at some point be called on to demonstrate loyalty to the company even if they privately have some doubts about policy. So, it pays to think carefully about what exactly your company needs for a particular management position and then you can decide whether any individual fits the profile.

**PAUSE:** 00'05"

**R:** Fifteen/Twenty

**M/F:** I once appointed a Sales Manager who I thought would be excellent. She'd proved her loyalty to the business. She'd keep her cool when things got stressful and she had a good relationship with colleagues at all levels. But it didn't work out and she handed in her notice, because she realised that her new role wouldn't give her what she ultimately wanted from her working life. So I'd say try to ensure in advance that this sort of incompatibility won't arise.

**PAUSE:** 00'05"

**R:** Sixteen/Twenty-one

**M/F:** Some managers say that what you hear round the water-cooler will provide you with the most useful information possible about who to promote to a managerial role. You can learn how people respond to pressure or how they get on with their peers. But I feel sceptical about this and prefer to base my judgement on more impartial measurements of a person's competencies and characteristics. That's got to be more reliable than a bit of gossip.

**PAUSE:** 00'05"

**R:** Seventeen/Twenty-two

**M/F:** It's obviously the case that people will try to make a good impression on you because you're their manager. So you may not always have a clear picture of what someone is really like. Some people say that the best way round this is to conduct a series of objective tests – you can find some ideas on the web – but I'm inclined to feel that you can't beat talking to other members of staff, especially the people who work closely with someone on a daily basis.

**PAUSE:** 00'05"

**R:** Now you will hear the five recordings again.

[repeat]

**PAUSE:** 00'05"

**R:** Section Two. Questions 18 – 22.

You will hear five people talking about customer service.

For each recording, decide what advice the speaker gives on improving customer service.

Write one letter (A – H) next to the number of the recording.

Do not use any letter more than once.

You will hear the five recordings twice.

You have 15 seconds to read the list A – H.

**PAUSE:** 00'15"

**R:** Now listen, and decide what advice each speaker gives on improving customer service.

**PAUSE: 00'05"**

**R: Eighteen**

**F:** I think whatever tools you use to record customers' details, you have to make sure you keep the data as accurate as possible. There's no point in trying to target your communications to customers' out-of-date contact details. Also, having their details wrongly recorded can annoy a customer so much that you lose their business completely. And of course, the company can't make informed decisions if they have an incomplete picture of their customers.

**PAUSE: 00'05"**

**R: Nineteen**

**M:** We've spent a lot on managing our interactions with clients, and we've tried different ways of obtaining customer information. One manager even tried giving her team the target of calling every customer individually to get opinions on a new product, although I don't think she was very successful. Now, our priority is getting different parts of the organisation to share the information they collect on customers, including feedback, and we're seeing positive results already. I advise everyone to do the same.

**PAUSE: 00'05"**

**R: Twenty**

**F:** My advice is that when you get comments from customers, you log them using your chosen system, and then communicate back to the customer that you appreciate their feedback. You also need to let them know what action you'll be taking, if any. Of course, the larger the company, the harder it can be to do this, so you can devise some standard answers, but encourage staff to make the message as personal as possible. Customers like it.

**PAUSE: 00'05"**

**R: Twenty-One**

**M:** Every business is different, so the way you approach customer service tends to be different too. I'd say don't buy software just because other companies in your industry use it. It's better to draw up a list of your requirements before you try any products. Consider who's going to use the system, what customer information they'll need, and how they'll need to access data, before you make a decision. And remember to ask staff for feedback once they start using it.

**PAUSE: 00'05"**

**R: Twenty-Two**

**F:** I've worked in customer service and marketing departments for a while now. It's true there are lots of ways of getting data on both potential and current customers, and they can help you target your marketing more effectively. But what I'd say is, don't overlook existing data – it may still be relevant. Decreases in demand from certain customers, for example, may mean it's time you made more personal contact with them. It's amazing how much that can impact on sales.

**PAUSE: 00'05"**

**R: Now you will hear the five recordings again.**

**[REPEAT]**



**PAUSE:** 00'05"

**R:** That is the end of Part Two.

**PAUSE:** 00'05"

**R:** Part Three. Questions 23 – 30

You will hear a presentation about what happens when one CEO retires and another succeeds him or her as the new CEO.

For each question **23 – 30**, choose one letter (**A, B** or **C**) for the correct answer.

You will hear the recording twice.

You have 45 seconds to read through the questions.

**PAUSE:** 00'45"

**R:** Now listen, and mark **A, B** or **C**.

**PAUSE:** 00'05"

**F:** Today we're talking about issues relating to succession of CEOs, that is, what happens when the CEO retires and a replacement has to be found for him or her. This can be a problem in business as it can in politics. In both, it can be especially difficult when the retiring person has been a strong leader. It is not that it may be hard to find a replacement of equal ability – in most cases there will be several potential candidates. It is more a question of that person having become so identified with the role that it is hard to imagine a replacement.

Let's take the example of Southern Foods. Richard Drake was CEO there for twenty years. His unexpectedly speedy retirement for health reasons threw the Board into confusion. As a result they took the easy option of replacing him with his deputy. It would have been better to wait a while before making this decision as his deputy proved quite incapable of taking over Drake's position. He had to be removed from office, but in the meantime the company suffered seriously in terms both of profits and morale.

Of course some firms – typically family firms – operate according to what I call the 'royal principle'. In other words, when the CEO leaves, he's automatically followed by his son, just as a king or queen is traditionally succeeded by their eldest son. This quite often makes things easier when handover time arrives. You have a better chance of avoiding the power struggles that can sometimes make the business environment disagreeable for some members of staff. But what is most significant from the business point of view is the fact that research indicates that this kind of handover of power impacts positively on the bottom line.

JK Shoes, the successful shoe company, is a family firm. When John Klindt, the founder, died after half a century in office, he was automatically replaced by his son William, who's run the firm for twenty years now. Over the same period, their main competitor, Shoe World, has gone through five different CEOs, all keen to make their own mark. All were innovative, creative people but the constant change has, on the whole, not been as successful for either customers or employees as JK Shoes' steadier approach. JK's strong customer loyalty record proves that.

Yet this approach is not always possible. Most large firms these days are publicly owned and so are legally responsible to their shareholders – this is always their major consideration. In such firms, decisions about appointing a new CEO must be based on ability rather than family links. And, given that any unfairness may become public knowledge through articles in the press, appointments are handled with care.

So this means that, when the time comes for a new CEO to be chosen, an open selection process has to be held with insiders and outsiders encouraged to apply. There will only be one new CEO but the selection process also offers a unique useful opportunity for an organisation to stand back and consider its way forward.

However, an approach based on merit inevitably involves competition and this uses up huge amounts of energy. This is likely to result in difficulties and generate fear and anxiety among employees in even the most stable of companies – at least in the short term. But it usually gets good results, and rarely takes as long as people imagine.

Any newly appointed CEO is likely to be tempted to make immediate changes. It's best to avoid that. New CEOs need above all to remember that their role is to take the long view and to discuss all issues with as many people as possible. They should then leave others to deal with the detailed planning and the introduction of any essential changes that are necessary.

**PAUSE: 00'05"**

**R:** Now you will hear the recording again.

**[repeat]**

**PAUSE: 00'05"**

**R: That is the end of Part Three. You now have ten minutes to transfer your answers to your answer sheet.**

**PAUSE: 9'00"**

**R: You have one more minute.**

**PAUSE: 1'00"**

**R: That is the end of the (pre)test.**