

**Task 2**

*The following extracts (unfinished sentences) each contain one type of error. . In each case, underline the error and correct it.*

- (i) Products like Tiger biscuits are well-known to kids . . .
- (ii) Both companies focus on mass marketing to promote its line of products.
- (iii) Failure to find the right product may lead to torment for consumers.
- (iv) . . . different researchers have differently effects on the research.
- (v) After the single European market was established in 1873 . . .
- (vi) . . . experienced researchers can most likely come over these problems.
- (vii) Firstly because, it provides them with an opportunity for borrowing capital . . .
- (viii) The company selected Budapest in Hungry for setting up its development centre.
- (ix) These cases demonstrate why companies from the rest of world are eager to . . .
- (x) Since 2009, few companies entered the French market . . .

**Task 4** *Summarise the following text in about 50 words.*

**THE LAST WORD IN LAVATORIES?**

Toto is a leading Japanese manufacturer of bathroom ceramic ware, with annual worldwide sales of around \$5 bn. One of its best-selling ranges is the Washlet lavatory, priced at up to \$5,000 and used in most Japanese homes. This has features such as a heated seat, and can play a range of sounds. This type of toilet is successful in its home market since many flats are small and crowded, and bathrooms provide valued privacy. Now Toto hopes to increase its sales in Europe and America, where it faces a variety of difficulties. European countries tend to have their own rules about lavatory design, so that different models have to be made for each market. Although Toto claims that its Washlet design uses less water than the average model, one factor which may restrict its penetration into Europe is its need for an electrical socket for installation, as these are prohibited in bathrooms by most European building regulations.

## Task 5

Read the following text and the summaries which follow. Rate them from 1 (best) to 3.

### **DISRUPTIVE TECHNOLOGY**

This phrase was first used by Joseph Bower and Clayton Christensen, of the Harvard Business School, in 1995. They employed it to describe a new technology that appeals to a minority section of the market, but a large enough minority to allow the technology to take root and develop. Companies that continue to use the older technology run the risk of being left behind if they do not adopt the innovation at the right moment. A clear example in the mid-1990s was the digital camera. The first models had lower picture quality than film cameras and were expensive. But their important advantages were the ability of the photographer to see the results immediately, and being able to download the images to a computer for storage, printing or emailing. Since then, digital cameras have completely transformed the industry. The business of making film has almost vanished, and the vast majority of cameras sold are now digital.

- (a) Disruptive technology, according to two researchers from the Harvard Business School, is a new invention that attracts enough buyers to become established in the market, and then to improve and grow. For example, the first digital cameras, launched in the mid-1990s, took poor quality pictures and were costly, but had some important benefits. Today, they dominate the market, and the older type of camera that uses film is now less popular.
- (b) Bower and Christensen introduced the term 'disruptive technology' in 1995, to characterise a new technology that sold well enough to enter the market, and could then be developed further. The digital camera, for instance, was originally expensive and had low picture quality. However, it had certain advantages that quickly allowed it to virtually replace traditional film cameras.
- (c) Digital cameras are a good example of a disruptive technology, a term used by Bower and Christensen of Harvard Business School in 1995 to describe a new technology that initially wins enough market share to survive and develop. These cameras at first produced inferior pictures, but had the advantages of showing the photo instantly, and allowing the user to download the image. In a few years, they became dominant in the camera market, while traditional film cameras were almost redundant.