Read the directions on the back cover.

Do not break the seal until you are told to do so.

This test book and the answer sheet must be handed in separately as instructed at the end of the test.

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LISTENING TEST

In the Listening test, you will be asked to demonstrate how well you understand spoken English. The entire Listening test will last approximately 45 minutes. There are four parts, and directions are given for each part. You must mark your answers on the separate answer sheet. Do not write your answers in your test book.

PART 1

Directions: For each question in this part, you will hear four statements about a picture in your test book. When you hear the statements, you must select the one statement that best describes what you see in the picture. Then find the number of the question on your answer sheet and mark your answer. The statements will not be printed in your test book and will be spoken only one time.

Example

Statement (C), “They’re standing near the table,” is the best description of the picture, so you should select answer (C) and mark it on your answer sheet.
PART 2

Directions: You will hear a question or statement and three responses spoken in English. They will not be printed in your test book and will be spoken only one time. Select the best response to the question or statement and mark the letter (A), (B), or (C) on your answer sheet.

Sample Answer

Example

You will hear: Where is the meeting room?

You will also hear: (A) To meet the new director.
(B) It’s the first room on the right.
(C) Yes, at two o’clock.

The best response to the question "Where is the meeting room?" is choice (B), "It’s the first room on the right," so (B) is the correct answer. You should mark answer (B) on your answer sheet.

11. Mark your answer on your answer sheet.

12. Mark your answer on your answer sheet.

13. Mark your answer on your answer sheet.

14. Mark your answer on your answer sheet.

15. Mark your answer on your answer sheet.

16. Mark your answer on your answer sheet.
PART 3

Directions: You will hear some conversations between two people. You will be asked to answer three questions about what the speakers say in each conversation. Select the best response to each question and mark the letter (A), (B), (C), or (D) on your answer sheet. The conversations will not be printed in your test book and will be spoken only one time.

41. What are the speakers discussing?
   (A) Their homes
   (B) Their jobs
   (C) Their travel plans
   (D) Their favorite cities

42. What does the man want to do?
   (A) Get a new job
   (B) Visit another city
   (C) Find a larger apartment
   (D) Move to the country

43. What can be inferred about the woman?
   (A) Her house is very small.
   (B) She thinks the city is exciting.
   (C) Her job is very difficult.
   (D) She lives outside the city.

44. Why did the man telephone the woman?
   (A) To check on his order
   (B) To arrange a delivery time
   (C) To cancel his order
   (D) To change his order

45. What is the man waiting to receive?
   (A) A computer desk
   (B) A catalog
   (C) Some recording equipment
   (D) Some music

46. What does the woman ask for?
   (A) The man's telephone number
   (B) The man's name
   (C) The reference number for the order
   (D) The date the order was placed
PART 4

Directions: You will hear some talks given by a single speaker. You will be asked to answer three questions about what the speaker says in each talk. Select the best response to each question and mark the letter (A), (B), (C), or (D) on your answer sheet. The talks will not be printed in your test book and will be spoken only one time.

71. Where is this announcement being made?
   (A) At a train station
   (B) At a travel agent’s office
   (C) At an airport
   (D) At a coffee shop

72. What is the weather like in Hong Kong?
   (A) It is foggy.
   (B) It is clear.
   (C) It is snowing lightly.
   (D) It is stormy.

73. What time of day is this announcement being made?
   (A) Morning
   (B) Afternoon
   (C) Evening
   (D) Late night

74. What is the main purpose of this talk?
   (A) To introduce speakers at a workshop
   (B) To announce changes to a schedule
   (C) To outline registration procedures
   (D) To propose a new workshop

75. What does the speaker say about the workshops?
   (A) There may be waiting lists for the workshops.
   (B) The workshops are free.
   (C) The registration forms will be mailed.
   (D) People should register early for the workshops.

76. Which workshop has been canceled?
   (A) Cooking for Health
   (B) Exercise for Seniors
   (C) Family Nutrition
   (D) Children’s Fitness

This is the end of the Listening test. Turn to Part 5 in your test book.
NO TEST MATERIAL ON THIS PAGE
101. Register early if you would like to attend next Tuesday’s ________ on project management.

   (A) seminar
   (B) reason
   (C) policy
   (D) scene

102. Paul Brown resigned last Monday from his position as ________ executive of the company.

   (A) fine
   (B) chief
   (C) front
   (D) large

103. The financial audit of Soft Peach Software ________ completed on Wednesday by a certified accounting firm.

   (A) to be
   (B) having been
   (C) was
   (D) were

104. The organizers of the trip reminded participants to ________ at the steps of the city hall at 2:00 P.M.

   (A) see
   (B) combine
   (C) meet
   (D) go
105. ------ is no better season than winter to begin training at Silver’s Fitness Center.

(A) When
(B) It
(C) There
(D) As it

106. The recent worldwide increase in oil prices has led to a ------- demand for electric vehicles.

(A) greater
(B) greatest
(C) greatly
(D) greatness

107. Maria Vásquez has a wide range of experience, ------- worked in technical, production, and marketing positions.

(A) having
(B) has
(C) having had
(D) had

108. Tickets will not be redeemable for cash or credit at any time, ------- will they be replaced if lost or stolen.

(A) but
(B) though
(C) only
(D) nor
PART 6

Directions: Read the texts that follow. A word or phrase is missing in some of the sentences. Four answer choices are given below each of the sentences. Select the best answer to complete the text. Then mark the letter (A), (B), (C), or (D) on your answer sheet.
Questions 141-144 refer to the following letter.

Ms. Monica Eisenman  
555 King Street  
Auckland  
New Zealand

Dear Ms. Eisenman:

I am ------- to confirm our offer of part-time employment at Western Enterprises. In your role
141. (A) pleased  
      (B) pleasing  
      (C) pleasant  
      (D) pleasure

as research assistant, you will report to Dr. Emma Walton, who will keep you informed of your
specific duties and projects. Because you will be working with confidential information, you will be
expected to ------- the enclosed employee code-of-ethics agreement.

142. (A) follow  
      (B) advise  
      (C) imagine  
      (D) require

As we discussed, you will be paid twice a month ------- the company's normal payroll schedule. As
143. (A) accords  
      (B) according  
      (C) according to  
      (D) accordance with

an hourly employee working fewer than twenty hours per week, you will not be ------- to receive

144. (A) tolerable  
      (B) liberal  
      (C) eligible  
      (D) expressed

paid holidays, paid time off for illness or vacation, or other employee benefits. Your employment
status will be reviewed in six months.

If you have any questions, please feel free to contact me. Otherwise, please sign and return one
copy of this letter. You may keep the second copy for your files. We look forward to working with
you.

Sincerely,

Christopher Webster

Christopher Webster  
Human Resources

Enclosures
PART 7

Directions: In this part you will read a selection of texts, such as magazine and newspaper articles, letters, and advertisements. Each text is followed by several questions. Select the best answer for each question and mark the letter (A), (B), (C), or (D) on your answer sheet.
Questions 153-155 refer to the following advertisement.

**Italian Food at its Finest...The Venezia**

Under New Ownership
Open 7 Days, 11 A.M.—11 P.M.

<table>
<thead>
<tr>
<th>COUPON</th>
<th>COUPON</th>
<th>COUPON</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2 off</td>
<td>50% off</td>
<td>FREE</td>
</tr>
<tr>
<td>Any order over $10 with this coupon. Not valid with other offers. Offer good until June 16.</td>
<td>Buy 1 meal, get 2nd one 50% off with this coupon. Not valid with other offers. Offer good until June 16.</td>
<td>1 liter of soda with delivery with this coupon. Not valid with other offers. Offer good until June 16.</td>
</tr>
</tbody>
</table>

153. What is the purpose of this advertisement?
   (A) To announce a change in business hours  
   (B) To advertise a business for sale  
   (C) To encourage diners to eat early  
   (D) To attract more customers

154. What will customers receive if they spend more than $10?
   (A) A $2 discount on their bill  
   (B) 50% off their next purchase  
   (C) A liter of soda  
   (D) Free delivery service

155. What will happen on June 16?
   (A) A new owner will take over the business.  
   (B) The coupons will expire.  
   (C) Prices will be further reduced.  
   (D) The business will close.
The new economy has created great business opportunities as well as great turmoil. Not since the Industrial Revolution have the stakes of dealing with change been so high. Most traditional organizations have accepted, in theory at least, that they must make major changes. Even large new companies recognize that they need to manage the changes associated with rapid entrepreneurial growth. Despite some individual successes, however, this remains difficult, and few companies manage the process as well as they would like. Most companies have begun by installing new technology, downsizing, restructuring, or trying to change corporate culture, and most have had low success rates. About 70 percent of all change initiatives fail.

The reason for most of these failures is that in their rush to change their organizations, managers become mesmerized by all the different, and sometimes conflicting, advice they receive about why companies should change, what they should try to accomplish, and how they should do it. The result is that they lose focus and fail to consider what would work best for their own company. To improve the odds of success, it is imperative that executives understand the nature and process of corporate change much better.

Most companies use a mix of both hard and soft change strategies. Hard change results in drastic layoffs, downsizing, and restructuring. Soft change is based on internal organizational changes and the gradual development of a new corporate culture through individual and organization learning. Both strategies may be successful, but it is difficult to combine them effectively. Companies that are able to do this can reap significant payoffs in productivity and profitability.
156. What is the article mainly about?
   (A) Corporate marketing plans
   (B) New developments in technology
   (C) Ways for companies to increase profits
   (D) How companies try to adapt to new conditions

157. The word “manage” in paragraph 1, line 6, is closest in meaning to
   (A) correct
   (B) attract
   (C) handle
   (D) regulate

158. According to the article, why do so many attempts to change fail?
   (A) Soft change and hard change are different.
   (B) Executives are interested only in profits.
   (C) The best methods are often not clear.
   (D) Employees usually resist change.

159. What is soft change based on?
   (A) Changes in the corporate culture
   (B) Reductions in company size
   (C) Relocating businesses
   (D) Financial markets
Questions 160-164 refer to the following meeting agenda and e-mail message.

### Optimum Software Company meeting with Advantage Power Systems, Inc.
**November 2**

<table>
<thead>
<tr>
<th>Advantage Power Systems attendees:</th>
<th>Optimum Software attendees:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Katharine Morandi</td>
<td>Ujjwal Ahmed</td>
</tr>
<tr>
<td>Chom Tai</td>
<td>Yusra Singh</td>
</tr>
<tr>
<td></td>
<td>Peter Bodell</td>
</tr>
</tbody>
</table>

#### AGENDA

<table>
<thead>
<tr>
<th>Name</th>
<th>Agenda Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ujjwal Ahmed</td>
<td>Introductions</td>
</tr>
<tr>
<td></td>
<td>Review objectives</td>
</tr>
<tr>
<td>Katharine Morandi</td>
<td>Advantage Power Systems: project overview and development schedule</td>
</tr>
<tr>
<td>Yusra Singh</td>
<td>Optimum product overview</td>
</tr>
<tr>
<td></td>
<td>• Core software functions</td>
</tr>
<tr>
<td></td>
<td>• Software platform requirements</td>
</tr>
<tr>
<td>Peter Bodell</td>
<td>Optimum training and consulting</td>
</tr>
<tr>
<td>Yusra Singh</td>
<td>Technology questions and answers</td>
</tr>
<tr>
<td>Ujjwal Ahmed</td>
<td>Next steps</td>
</tr>
</tbody>
</table>

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To: Katharine Morandi  
From: Ujjwal Ahmed, Optimum Software Company  
Subject: Yesterday’s meeting

---

Dear Katharine,

Thank you for taking the time to get together with us yesterday. Everyone on our team felt that it was a productive meeting. We have a better understanding of your project’s needs now, and we’ve started looking at ways to adapt our software to meet your requirements.

While the basic function of the software is well suited to the project overall, as discussed, we will explore ways to adapt it to the needs of the different departments at Advantage that will be using it. This will incur some additional cost, as we indicated—we’ll provide details about that at our next meeting, once our engineers have assessed the changes that will need to be made.

I’ve asked Peter Bodell to prepare a document for you that indicates when the Training and Consulting Department could start providing services to you. He’ll send this information to you directly—since you’ve worked with him in the past, it seems the most efficient way to go.

As agreed, let’s set up a meeting for the week of November 26 by which time our engineers will be able to outline their approaches to your departmental needs, and we’ll have the information we need to put together a contract.

In the meantime, please feel free to contact me if you have any questions.

Regards,

Ujjwal
160. Why was the meeting held?
   (A) To talk about hiring costs
   (B) To train software users
   (C) To discuss work on a project
   (D) To review a contract

161. Who would probably be the best person at Optimum to answer technology questions?
   (A) Ujjwal Ahmed
   (B) Chom Tai
   (C) Yusra Singh
   (D) Katharine Morandi

162. What is the main purpose of Mr. Ahmed’s e-mail to Ms. Morandi?
   (A) To request a meeting with the engineering department
   (B) To introduce Peter Bodell
   (C) To follow up on a meeting with Advantage
   (D) To explain how Optimum has adapted its software

163. What service will Peter Bodell’s department provide?
   (A) Training and consulting
   (B) Legal advice
   (C) Publicity
   (D) Changes to the software

164. What will happen in the week of November 26?
   (A) Peter Bodell will make a presentation.
   (B) Optimum and Advantage will meet again.
   (C) A contract will be signed.
   (D) Training in the new software will occur.

Stop! This is the end of the test. If you finish before time is called, you may go back to Parts 5, 6, and 7 and check your work.
Correct Answers

Part 1
1. A
2. D

Part 2
11. B
12. A
13. B
14. B
15. A
16. A

Part 3
41. A
42. C
43. D
44. A
45. A
46. C

Part 4
71. C
72. D
73. A
74. C
75. A
76. D

Part 5
101. A
102. B
103. C
104. C
105. C
106. A
107. A
108. D

Part 6
141. A
142. A
143. C
144. C

Part 7
153. D
154. A
155. B
156. D
157. C
158. C
159. A
160. C
161. C
162. C
163. A
164. B
General Directions

This test is designed to measure your English language ability. The test is divided into two sections: Listening and Reading.

You must mark all of your answers on the separate answer sheet. For each question, you should select the best answer from the answer choices given. Then, on your answer sheet, you should find the number of the question and fill in the space that corresponds to the letter of the answer that you have selected. If you decide to change an answer, completely erase your old answer and then mark your new answer.