

Answer key

UNIT 1

1.1 Less stuff, more happiness

1

- 1 Currently two. (He's started four (SiteWerks, TreeHugger, Lifeedited and ExceptionLab) and sold the first two.)
- 2 Webber, designer, environmentalist, entrepreneur and author.
- 3 Before he travelled the world and lived with less he had large properties and a personal shopper, but then he started simplifying his life and possessions.
- 4 The ability to edit – our lives and possessions.

2

- b Raising awareness about sustainability

3

- 1 matter 2 rubbish 3 statistics 4 outfit

4

- 1 c 2 d 3 a 4 e 5 b

6

- 1 kind of 2 should have 3 want to
4 have to

7

- 1 T
- 2 F – He is very passionate about the materials he uses.
- 3 F – 70–80 per cent of the building materials are recycled.
- 4 T
- 5 T

8

- 1 He got it for \$20, including the delivery.
- 2 By smashing up toilets and using the bits for tiles, in order to recreate the look of froth in a bathroom with a beer theme.
- 3 What one person doesn't value and throws away can be something wonderful for someone else.
- 4 Time (to see the potential in things) and the right mindset or way of looking at things.
- 5 It might inspire us to rethink our quest for perfection and instead to embrace the diverse and the different. (Also to question what is valuable and why.)

9

- 1 c 2 c 3 a 4 c 5 b

1.2 Luxury or necessity?

2

- 1 've never had
- 2 has integrated
- 3 has almost attained
- 4 have tended
- 5 has become
- 6 had already gained
- 7 had reached
- 8 have been drinking
- 9 will even have found

3

- a have you been working b worked
c perfected d have you made e found

4

- 1 've worked / 've been working
- 2 'd worked / 'd been working
- 3 've had
- 4 'd watched
- 5 've spent
- 6 have bought
- 7 have heated
- 8 has made
- 9 will have made
- 10 'll have inherited
- 11 've started

5

- 1 been 2 been 3 gone 4 been 5 been
6 gone

6

- 1 gone to seed 2 long gone 3 been there,
done that 4 has-been 5 been and gone

7

The Grand Café in Oxford was started in 1650 on the site of the oldest coffee house in England. However, the Queen's Lane Coffee House, which has been selling coffee since 1654, is the longest established coffee house in England. Twenty-five years after the first place opened, another 3,000 had been established in Britain. Over the years, they have acted as social centres and places where business has been done. If you have had the chance to drink in a historic café, you will have experienced the special atmosphere. Even before your first sip you will have been transported to another era.

1.3 I'm wide awake

1

- 1 b 2 a 3 f 4 c 5 e 6 d

2

- 1 G 2 D 3 C 4 H 5 F 6 A 7 B 8 E

3

- 1 f 2 e 3 b 4 a 5 c 6 d

4

- 1 over 2 under 3 under 4 over 5 under

5

- 1 dissatisfied 2 uncomfortable 3 impolite
4 non-existent 5 inefficient 6 misunderstood
7 illegible 8 decentralized
a 3 b 5 c 7 d 8 e 1 f 4 g 6 h 2

6

- 1 decentralized 2 dissatisfied
3 uncomfortable 4 impolite 5 inefficient
6 misunderstood 7 illegible 8 non-existent

7

- 1 sleep on 2 sleep off 3 sleep through
4 sleep over 5 sleep in

8

- 1 sleep through 2 sleeping on 3 sleep over
4 slept in 5 sleep it off

1.4 Keep it to the bare minimum

1

- 1 It would help him decide exactly what to study so he doesn't waste money studying the wrong course.
- 2 It would be a chance to broaden his horizons and gain life experience.
- 3 It's seen favourably by universities and employers.

2

- 1 c 2 d 3 b 4 e 5 a

3

- a I don't know about you, but
b You might possibly
c It might not be a bad idea to
d It seems to me
e Maybe you're right
f it's reasonable to assume that
g I'm no expert, but

4

- 1 it's reasonable to assume that
- 2 it might not be a bad idea to
- 3 It seems to me
- 4 I'm no expert, but
- 5 maybe you're right
- 6 I don't know about you but
- 7 you might possibly

5

- 1 Y 2 Y 3 R 4 W 5 R 6 W

6

- a shouldn't necessarily be
b it's worth considering
c can probably conclude
d in all likelihood
e it could be said to be
f There seems to be a widely held view that
g it would appear
h it's often thought that

7

- 1 f 2 h 3 d 4 c 5 b 6 a 7 e 8 g

8

- 1 or 2 are most likely as the others don't benefit the planet and the community and au pairing doesn't involve a team.

9

- 1 F – Most people
2 T
3 F – The person doing it reaps the most benefit.
4 T
5 T

10

- 1 suggesting suggests 2 to-consider
considering 3 in-every-likelihood in all likelihood
4 certain certainly 5 will would 6 say said

11 (Example answer)

Dear Martin

Thank you for your interest in our organization. I'm pleased to provide some more details of the programmes you mention.

It is often thought that conservation projects require hard physical work. This may not be entirely true – the work is challenging and volunteers need to be physically fit – but we use machines too.

It's arguably more important that volunteers aren't afraid to be outdoors and get dirty than that they are strong.

The projects start four times a year with a short orientation in Auckland. There will almost certainly be places free, should you be interested in joining us this September.

There will probably be projects involving erosion management, as well as tree planting, looking for willing young people like yourself to join them.

We look forward to receiving your application.

Best regards

Jake

PRESENTATION 1

1

a Aiko b Vanessa c Jan d Vanessa
e Aiko f Jan

3 (Example answers)

- 1 My lifestyle is about changing my habits and eating more healthily.
- 2 Cookery books are some of the most important things in making my lifestyle possible. I get so much inspiration from them, as well as taking advice on new recipes from friends and family.
- 3 I had to buy quite a lot of equipment – cooking utensils and some electric appliances – in order to be able to prepare the food I wanted to cook.
- 4 Kitchen and cooking utensils

5

1 d 2 a 3 b 4 c

6 (Example answers)

- 1 My name's (name) and today I'm going to talk to you about my lifestyle.
- 2 Staying mentally active is an important part of my lifestyle. I try to exercise my brain and imagination whenever I can. I think it can help prevent a lot of problems relating to mental health.
- 3 The most important thing for me is making sure that my brain is fully engaged and tested every day. I can do this in small ways, like doing crosswords and Sudoku puzzles, but this doesn't always give me the mental workout I need. So I try more challenging things like learning new languages or attending workshops and seminars.
- 4 That's it from me. Does anyone have any questions?

UNIT 2

2.1 Who am I? Think again

1

- 1 British, Indian, and Chinese / Taiwanese.
- 2 75 exhibitions internationally, alone and in groups.
- 3 Getting him to help with transforming a car into a work of art. Performing with him in a dance which explores the issue of nature vs. nurture.
- 4 It explores how Patel's identity was shaped by both his Indian origin and the influences of popular culture.

2

b Discovering and exploring identity

3

1 rhyming 2 tales 3 constant 4 soul

4

1 d 2 a 3 b 4 e 5 c

6

- 1 Pico Iyer's talk resonated deeply with me on a personal level.
- 2 I was born in the south of England, but I've lived abroad much longer than I've lived in Britain.
- 3 This last statement seems to ring true for him, and it certainly does for me.
- 4 Pico Iyer is such a crisp, clear and calm presenter.

7

- 1 something you feel inside of you
- 2 paints with his words
- 3 his house being burned down
- 4 loved the quiet it offered

8

- 1 She has lived abroad a lot and calls a country other than her own home.
- 2 People who live in countries that aren't where they grew up or where they originate from.
- 3 That you can lose everything and still have a home. Home is not four walls.
- 4 He developed a strong liking for silence and stillness, was able to make decisions and did some of his most important work.
- 5 Noticing things that have been taken for granted, being more aware of your surroundings.

9

1 b 2 a 3 a 4 a 5 c

2.2 Cyber crime

1

1 defrauding 2 impersonating 3 obtaining
4 using 5 revealing

2

1 g 2 a 3 f 4 d 5 b 6 c 7 e

3

- 1 The vast majority of
- 2 A sizeable portion of
- 3 About half of targets
- 4 a little less than a quarter
- 5 A little over a third
- 6 a small number
- 7 About twice as many

4

1 plural 2 singular 3 singular 4 singular and plural 5 plural

5

- 1 deal of, is
- 2 twice as many
- 3 small minority of, are
- 4 does, a handful
- 5 vast majority of, don't
- 6 fifty per cent

6

- 1 A large amount of
- 2 double the number of
- 3 a handful of
- 4 a tiny number
- 5 A considerable number of

7

- 1 Yes, 12, 14, 16 of March and 19 and 20 of March – all in the same week. (all weak)
- 2 If you didn't make those payments yourself, you may well have been a victim of a phishing scam. (not weak)
- 3 Unfortunately, only a very small minority of criminals are caught, but the credit card company does cover the losses in all but a handful of cases. (all weak)

8

The vast majority of software companies say the key to preventing phishing scams is awareness, caution and using up-to-date security. However, a considerable number of insurance companies offer policies to protect us from identity theft too. Apparently, it's the fastest growing form of insurance according to the Insurance Information Institute. A great deal of policies are available for a little less than \$30. But, as only a small minority of banks and credit card providers don't reimburse people suffering a loss, is it really necessary? Statistics show that under fifty per cent of people suffering losses due to ID theft had to pay more than \$1,000 themselves. Insurers cover up to five times this amount with their service and offer peace of mind.

2.3 You are what you wear

1

1 b 2 c 3 a

2

- 1 T
- 2 F – less formal
- 3 F – It merged with an IT company.
- 4 T
- 5 F – it excludes clothing usually worn at the gym

3

- 1 summarize 2 similarly 3 displayed
- 4 consolidate 5 appropriate for 6 adapted
- 7 usually 8 started

4

- 1 dark and smart
- 2 hoodies and scruffy
- 3 shirts and blouses
- 4 suits and ties
- 5 pullovers
- 6 sportswear and slogan

5

- 1 d 2 c 3 a 4 h 5 b 6 e 7 f 8 g

6

- 1 looks trendy, unconventional
- 2 tasteful suit
- 3 scruffy jeans
- 4 glamorous clothes, imaginative look
- 5 clashing clothes, classic style

7

- 1 d 2 f 3 b 4 c 5 e 6 a 7 h 8 g

8

- 1 roll our sleeves up
- 2 dressing up
- 3 take your hat off to her
- 4 fits him like a glove
- 5 pull up his socks / pull his socks up
- 6 under her belt
- 7 given the boot
- 8 to be in your/his/her/their shoes

2.4 I need to work on my image

1

- 1 starting your own business
- 2 ask for some professional advice
- 3 reading a self-help book
- 4 Doing a course to get started
- 5 rewriting your CV

2

- 1 Have you considered that
- 2 Remember
- 3 Don't lose heart
- 4 You mustn't
- 5 I would seriously consider

3

- 1 d 2 a 3 f 4 b 5 e 6 c

4

- 1 ↑↑ 2 ↑↓ 3 – 4 ↓↓ 5 ↓↑ 6 ↑↑
- Sentences 1, 2, 4 and 5

5

Dear Erik,
Thank you for your hard work on the course.

I can really see that you've made progress, particularly with your shyness.

I appreciated your positive contributions in group discussions.

I was impressed by the way you worked on your body language and eye contact,

in particular when you were talking about your last job in the second interview recording. I can really see an improvement.

You also improved how you answered the questions. You were more focused and that made a better impression.

However, as we said on the course, *your general appearance needs to be a little smarter and a visit to the hairdresser could make a difference.*

If I were you, I'd keep trying to find a job in the hotel sector as you seemed to really enjoy the last job you had. Don't give up and don't forget that it wasn't the quality of your work that was the reason for the redundancy.

We will keep in contact over the next few weeks. Please keep me informed of your interview experience and let me know if I can support you further.

I wish you the very best of luck with your continuing job search.

Best regards

Amanda

6

- 1 it
- 2 impressive impressed
- 3 the more the most
- 4 took-on take on
- 5 to-work working
- 6 a-haircut have have a haircut
- 7 interested interesting
- 8 be being

7 (Possible answers)

- 1 (a little) more confident 2 more computer literate 3 a little smarter 4 with real experience in marketing / with marketing skills
- 5 with better communication skills 6 who can speak some French

8

- 1 considering how nervous you were at the start
- 2 your use of humour to relax the group
- 3 the way you took feedback on board
- 4 you managed your papers
- 5 your appearance with your hair tied back
- 6 you still need practice
- 7 I would rewrite your CV
- 8 taking an IT course

WRITING 1

- 1 a, c, d, f

- 2 1 a 2 c 3 d 4 f

- 3 1 T 2 F – It would be fairly cheap 3 T 4 F – our urban office environment 5 T

4

- 1 The purpose | of this proposal | is to recommend | a destination for | a weekend away | and to give reasons | for my choice.

- 2 This proposal | has been written | to evaluate | suggestions for | a weekend away | and to decide | which is best.

- 3 The aim | of this proposal | is to outline | possible destinations for | a weekend away | and to select | the best option | for the company to book.

- 4 This proposal | is intended | to summarize | the outcomes of Thursday's meeting | and to suggest | a destination | for the company weekend away.

5

- 1 The whole team would **definitely** benefit much more from spending time outside.
- 2 We could do a tour of the castle, in addition to visiting the cathedral.
- 3 **Another** major benefit of visiting an activity centre would be the choice of sporting activities available.
- 4 Spending time in the city **should offer** something for everyone.
- 5 **Not only** does a national park offer beautiful views, but it also gives you the chance to learn more about nature.

6

- 1 experience 2 highlight 3 mentioned
- 4 importance 5 doubt 6 reason

7

- 1 a 2 d 3 c 4 e 5 b

9 (Example answer)

I recently realized that tourists' exposure to Paraguayan culture is not as wide-ranging as it could be when they visit our country. I have therefore decided to propose a cultural tour of Paraguay to improve this situation.

Guarani

Guarani is the most widely spoken language in Paraguay, more so than Spanish. If you hire a Guarani teacher to lead short classes on the first day of the tour, they could teach basic polite phrases, numbers and food. Organizing these classes in the capital city, Asunción, would also give people time to get used to the heat in the country when they first arrive.

Handicrafts

Visits to see traditional arts and crafts being produced would be a key part of any cultural tour of Paraguay. To build their awareness of the range of traditional art produced in our country, you could offer visitors various options as part of their tour, for instance, seeing traditional embroidery called 'ao po'i' or 'fine textile' in Guaira, 'ñanduti' lace making in Asunción or leather work in Ypacarai.

Caacupé

Finally, a key part of Paraguayan life is the Catholic religion, so it should certainly be included in a cultural tour of the country. The most important site is a town called Caacupé, outside Asunción, where visitors would be able to learn about the pilgrimage which takes place there on 8th December every year.

I am confident that if a tour focusing on these aspects of Paraguayan life were to be put together, tourists would leave our country with a much more complete view of our culture.

UNIT 3

3.1 Making peace is a marathon

1

- 1 Local children, because they were curious.
- 2 Vision and determination.
- 3 Local and international, elite and non-elite runners, and wheelchair users.
- 4 Peace

2

- c Working towards mutual understanding

3

- 1 foreign 2 poster 3 persuasion 4 world

4

- 1 c 2 d 3 a 4 e 5 b

6

- 1 d 2 b 3 c 4 e 5 a

7

- 1 b 2 d 3 a 4 c

8

- 1 They are very candid (honest) and show ordinary people from both sides, distinguishable only by their flags.
- 2 Because it has the feel-good optimism we associate with a film.
- 3 Both online and real face-to-face friendships.
- 4 It made her think about her brother's humanitarian work in the Middle East (and of all the pictures she has seen and stories she's heard about the intelligence and humanity of the people he's met.)
- 5 When she reads about a nation in conflict, she will have very different images in her head as a result of the pictures Edry has shown us of kind committed people.

9

- 1 a 2 b 3 b 4 c 5 a

3.2 What's the magic number?

1

Cleft sentences: 3, 5, 7, 8

2

- 1 It's working on my own that I've had enough of.
- 2 It's been twenty years since I've had (any) colleagues.
- 3 I thought it was the freedom and independence that you liked.
- 4 What I don't want to give up is my freedom.

- 5 What I've been thinking is that I'd really like to go into partnership with someone else.
- 6 The person I need is someone with good social media skills.
- 7 The thing I miss is having someone to share ideas with.
- 8 The way you/to solve problems is by talking about them with someone.

3

- 1 who it is that I have in mind
- 2 would work well is that we would both benefit from
- 3 you're lacking is social media skills
- 4 it's your project that gave me the idea

4

- 1 It's great communication skills that can make or break a career in PR.
- 2 It's working on my own that I've had enough of.
- 3 I thought it was the freedom and independence that you liked.
- 4 Actually, it's your project that gave me the idea.
- 5 What I don't want is to give up my freedom.

5

- 1 c 2 d 3 b 4 a

6

- 1 attending the PR course did was change
- 2 happened was the co-founders started to disagree about everything
- 3 thing the marketing manager is interested in is
- 4 I'll / I will do is make sure the trade fair dates are
- 5 the reporter focused on was the
- 6 until I changed companies that I realized how competitive

7

Public relations, or PR, is what businesses do to improve and maintain their reputations and increase brand awareness in the eyes of the public. What's key to PR is how the message is spread and to whom. Nowadays, it's not just the press release that counts; it's the combined effect of press, media and social media channels. And it's not only positive stories that create good public responses according to a 2011 survey. The surprising thing the survey found was that about a third of reviewers react positively after a negative review is dealt with appropriately by the company in question.

3.3 Dare to be different

1

- b An economist's unusual take on everyday problems packaged in a readable way.

2

- 1 When Dubner was asked to interview Levitt for an article.
- 2 Radio shows, podcasts, blogs, (five) books, a film.
- 3 Levitt has a quirky way of looking at the world; Dubner brings the ideas across to a lay audience, making them more accessible.

- 4 Insatiable curiosity, quick wit and enthusiasm for trying things out.

3

- 1 creatively
- 2 daring to
- 3 not to do
- 4 more effective
- 5 different to
- 6 possibly went unnoticed by

4

- 1 e 2 c 3 f 4 a 5 b 6 d

5

- 1 in 2 in 3 out

6

- 1 playing it safe
- 2 fitted in
- 3 blend in, to go with the flow
- 4 rocked the boat
- 5 stick his neck out

7

- 1 e 2 b 3 f 4 d 5 c 6 a

8

- 1 wind and wind 2 content and content
- 3 minute and minute 4 close and close
- 5 bow and bow 6 present and present

9

- 1 playing with fire d 2 play it by ear c
- 3 playing games a 4 play your cards right b
- 5 playing for time e 6 play along with f

3.4 Which one gets your vote?

1

- 1 d 2 c 3 b 4 a

2

- 1 views 2 don't 3 proposal 4 Right
- 5 your take 6 condition, agree 7 view
- 8 suggest

3

- 2 I don't know about you, but I think it's better to share out what we give.
- 3 Do we really want to be restricted in the future?
- 4 I may be wrong, but I think it's more complicated with a money transfer.
- 5 We could look at this from a different perspective: what are our core values?
OR We could look at this from a different perspective and think about our core values.
- 6 Can you seriously picture the whole company agreeing to support the environment?

4

- 1 I don't know about you, but I think it's better to share it out.
- 2 Do we really want to be restricted?
- 3 Why don't we choose the special needs school?

- 4 I may be wrong, but I think it's more complicated.
 5 We could look at this from a different perspective.
 6 Hmm, I'm not so sure I agree.
 7 I'll agree to the proposal so long as we choose something else next year.
 8 Can we resolve this by agreeing that we invite Childtrust to meet with us?

5

- 1 I'd like to thank 2 I'm afraid I may not
 3 had second thoughts 4 As you know
 5 may not be 6 let me know

6

- 1 To reach a consensus.
 2 Some participants had second thoughts.
 3 To meet both charities and make a more informed choice, spending more time, if necessary.

7

- 1 I'm afraid 2 wonder if 3 possibly find
 4 may not be 5 If we can

8

- 1 wonder if we could 2 've had second thoughts about 3 Could we possibly
 4 If we can have

9 (Example answer)

Dear Ant

I'm afraid I may not have explained myself very clearly in the meeting yesterday. I've had second thoughts about what we discussed. I did say I'd accept the local idea if we all agreed but I wonder if we could discuss it more as I think we should choose a more worthy cause. I'm afraid I don't think we thought things through enough. Could we discuss it again?

Thanks

Best wishes

Helen

PRESENTATION 2

1

- 1 c 2 a 3 b

5

- 1 d 2 e 3 a 4 b 5 c

6 (Example answers)

- 1 My name's (name). Today's presentation is about where I come from.
 2 My home is in a town in the north of France and the place where I live is quiet and quite traditional. My family have been here for the past 60 or so years.
 3 My family first came here because my grandparents were looking for work. They used to live on a farm in a nearby village, but over time it became tougher and tougher to make a living. They came when my father was a baby.

- 4 My grandfather says the pace of life is a lot faster here. On the farm, what happened every day depended on the time of year and working with animals or crops was a lot more peaceful compared to the urban environment we live in now. However, a faster lifestyle can have some benefits – like being able to go to the shops and get things that can't be easily found in the countryside.
 5 It's been great to share this with you today. I hope you understand a little bit more about where I come from. Does anyone have any questions?

UNIT 4

4.1 How I beat stage fright

1

- 1 He's a musician and graphic designer, takes photos and is good at various crafts.
 2 He agreed to give the TED Talk and then found a way (using his own stage fright as the topic) to help him with his fear.
 3 He practised about a hundred times and had coaching.
 4 It was a TED Talk of the week, it has attracted over one million views and has probably led to more publicity for his other songs and albums.

2

- a Changing our perceptions

3

- 1 potential 2 fear 3 future 4 stress

4

- 1 c 2 a 3 e 4 d 5 b

6 (Possible answers)

- 1 1,000 people were asked about their perceived stress levels. Study 2
 2 30,000 people were asked about their perceived stress levels. Study 1
 3 Five years – duration of Study 2 when 1,000 adults were studied. Study 2
 4 30% increased chance of dying if people suffer stressful life experience. Study 2
 5 43% higher chance of dying if adults believed stress was bad for them. Study 1

7

- 1 F – She used to. Now she sees it as something that can be managed.
 2 T
 3 F – It reduces the harmful effects of stress.

8

- 1 Stress can be useful as long as you think positively about it. It's getting stressed about stress that can make us sick.
 2 Social contact makes our body more resilient to stress.
 3 The science is accessible through simple explanations, pictures and examples.
 4 It makes us focus too much on our present, our problems and ourselves.

- 5 She'll recommend it to several friends who have always considered stress as a risk, danger or threat.

9

- 1 c 2 c 3 a 4 a 5 b

4.2 Information overload

1

- 1 approximately 2 as many as 3 roughly
 4 as much as 5 about 6 just over
 7 around 8 nearly 9 more or less
 10 some

2

- 1 T
 2 T
 3 T
 4 T
 5 F – as many as fifty
 6 F – about two days

3

- 1 a 2 c 3 b 4 c 5 a 6 c

4

- 1 f 2 g 3 e 4 c 5 b 6 h 7 d 8 a

5

- 1 tallish 2 newish 3 thirtyish 4 latish
 5 childish 6 longish

6

- 1 odd 2 a kind of 3 something like 4 stuff
 5 other things 6 sort of

7

Stress usually on the content words of the sentence which may sometimes be the approximation.

- 1 Yes, sometimes as many as a hundred.
 2 No, it cost about a five but it's really good.
 3 It did! It's just over 350 a minute at the moment.
 4 More or less all morning most days.
 5 Oh, by as much as fifteen per cent they say.
 6 Yes, and it took me approximately two hours to read.
 7 Nearly 25. A few extra joined at the last minute.
 8 Roughly one and a half, but it depends on the week.

8

The brain is the most complex organ in the body. It has a surface area of approximately 150 –200 cm². That is kind of like a double page of a newspaper. The human brain weighs about 1,300 grams and is roughly the size of a small cauliflower. It makes up around 2% of what the body weighs but it uses 20% of the oxygen and 20% of the energy needed by the body. It's made up of as many as 100 billion neurons and the senses send the brain up to 11 million bits of information per second for processing. Most of the processing is automatic but the brain consciously processes some 50 bits per

second of information. Research shows that the brain can make new connections, grow and adapt even with increasing age.

4.3 Get the name right

1

1 b 2 a 3 d 4 c

2

1 N 2 E 3 N 4 DS 5 E 6 E

3

1 naming consultant 2 verbal identity
3 fun, excitement 4 something desirable 5
descriptive name 6 literal, metaphorical
7 short, catchy 8 imagination, Internet

4

1 c 2 f 3 h 4 g 5 a 6 d 7 e 8 b

5

1 got a cool reception
2 voiced our concerns
3 make a splash
4 came up against a brick wall
5 sold like hot cakes
6 met with opposition
7 is not an obstacle
8 address the issue

6

2 the problem is solvable 3 is changeable
4 Flats in London are unaffordable for most
young people. 5 it's manageable 6 very
approachable 7 The firework display we saw
on the Rhine was unforgettable.

7

1 d 2 h 3 f 4 a 5 e 6 c 7 b 8 g

8

1 peace and quiet 2 wear and tear 3 heart
and soul 4 pros and cons 5 safe and sound
6 black and white 7 bits and pieces 8 sick
and tired

4.4 I thought it would be easy

1

b Explaining how to use a teleconferencing
tool

2

1 b 2 d 3 e 4 a 5 c

3

1 with you, mind giving 2 Did you
3 Would you, missed that 4 just being

4

1 F 2 R 3 F 4 F 5 R 6 R

5

1 d 2 f 3 e 4 b 5 a 6 c

6

1 Don't let the cat sleep on the beds as/
because he has his own bed.
2 Water the house plants if/when they need it.
3 Close the shutters at night for security
reasons.
4 Let the neighbours use the lawnmower
because/as we share tools.
5 Leave the key with the neighbours so the
next guest can get in.

7

1 Beware of 2 I'd be grateful if you would
3 Bear in mind that 4 I've got one request
5 Just to be on the safe side 6 Be careful
not to

8

1 Beware of shutting 2 Be sure to 3 Bear
in mind 4 Just to be on the safe side 5 I'd
be grateful

9 (Example answer)

Dear John

I hope you enjoy using the office when I'm
away. There are a few things you should bear
in mind:

Be sure to lock / unlock the phone with
number 4546, so no one else uses it.

Just to be on the safe side, please check for
viruses and updates on the computer so the
system stays secure.

I'd be grateful if you watered my plant so it
doesn't die.

Thanks in advance

Best wishes

Geraldine

WRITING 2

1 a, b, c, d, e

2 1 d 2 e 3 a 4 b 5 c

3 1 F 2 T 3 T 4 F 5 T

4

1 As a result of this
2 It is hoped that
3 It is my belief that
4 I would advise against
5 It would be to our advantage to
6 It would not be beneficial to

5

1 **The majority of people I spoke to** expressed
a desire for fewer emails to be sent.
2 This report is written **in light of responses
to a questionnaire** conducted last week.
3 We compiled this report **taking account of
feedback received** over the previous quarter.
4 **According to the majority of respondents,**
there is a need for managers to reduce the
amount of messages they send.
5 This report aims to suggest ways to
communicate more effectively **based on
feedback collected from our staff.**

6 The recommendations in this report are **the
result of a survey conducted among our
colleagues** to find out their needs.

6 1 c 2 a 3 d 4 e 5 b

7

1 conduct 2 option 3 address 4 impact
5 measure 6 lead

9 (Example answer)

The aim of this report is to detail areas in which
GTST Ltd currently has a high carbon footprint
and to suggest methods to make the company
greener.

Effects on the environment

There are three major areas to be investigated:

- 1 **Paper:** We currently use three boxes
of paper every day, much of which is
quickly thrown away.
- 2 **Travel:** At present, the majority of our
employees drive to work.
- 3 **Energy:** Electricity consumption is
much higher than it needs to be.

Suggested solutions

To reduce the amount of paper used, a box
for old paper could be put on each desk. It will
therefore be easier for staff to use paper which
has already been printed on, instead of using
fresh paper all the time.

There are two possible schemes which could
change people's travel habits:

- Car-sharing, perhaps in conjunction
with other businesses in the local area.
As well as being more environmentally
friendly, it will also save our staff a lot of
money on fuel.
- Free travel passes: to encourage staff
to use public transport.

In order to reduce the amount of energy used,
employees should be encouraged to consider
carefully when to leave devices on and when to
switch them off, for instance at night. We could
also investigate 'green' ways of producing our
own energy, such as having solar panels or
wind turbines installed on the roof of the offices.

In conclusion, I am confident that by
implementing these initiatives GTST Ltd will be
able to drastically reduce its carbon footprint.

UNIT 5

5.1 I'm not your inspiration, thank you very much

1

- 1 A strong, fierce, flawed adult woman
- 2 It was controversial because it would be
unacceptable to use about someone else, so she
challenged preconceptions by using it of herself.
- 3 She worked as a journalist writing
columns, blogs and for radio. The teaching
qualification may have helped her spread her
message in a way that made people listen.

4 She collaborated with the Australian government, toured for the US government and spoke on the radio and TV to spread a different message about disability.

2

c Changing perspectives positively

3

1 If 2 wheelchair 3 overcoming 4 Multiple

4

1 d 2 a 3 e 4 c 5 b

6

- 1 When I first watched Maysoun Zayid's TED Talk, ...
- 2 She begins by forthrightly saying that she isn't drunk but has cerebral palsy ...
- 3 By answering the unasked question in everyone's minds, she clears the way for what she has to say.
- 4 The main content of her talk covers how she grew up in New Jersey with three older sisters ...
- 5 She went to the same schools as her siblings ...

7

- 1 inspirational, vibrant and funny
- 2 Why do you shake like that?
- 3 She turned to comedy.
- 4 It has inspired her to take up something she's been too shy to do.

8

- 1 F – Her parents treated her exactly like their other offspring.
- 2 F – She laughed all the way through.
- 3 T
- 4 F – on social media
- 5 T

9

1 a 2 b 3 b 4 a 5 a

5.2 If only I'd studied harder ...

1

1 wished 2 had 3 would 4 worked
5 sooner

2

1 were 2 studied 3 didn't get 4 would take
5 were offered 6 'd talk 7 'd apply
8 do 9 'd do 10 completed

3

- 1 Supposing you were dissatisfied at work, would you apply for a new job?
- 2 If he had a problem at work, he wouldn't talk to his boss.
- 3 If I wanted a job abroad, I would update my CV.
- 4 I wish my boss would offer me a transfer. If he did, I'd take it.
- 5 If I were / was looking for a new job, I'd post my CV online.

6 It's high time you had more responsibility, you should talk to your boss about promotion opportunities.

4

1 'd / had seen 2 'd / would have gone
3 'd / would rather work 4 'd / had trained
5 had 6 not have

5

1 e 2 a 3 b 4 c 5 d

6

- 2 Had I realized he'd worked here before, I'd have offered him the position.
- 3 Were she to update her CV, she would have a better chance of success.
- 4 Were I to attend more often, I'd be able to follow the meetings more easily.
- 5 Had she not had that idea, she wouldn't have set up her own business.
- 6 Were he to accept the job abroad, he wouldn't go back to university.
- 7 Had I not failed that interview, I wouldn't have done the course that led to this job.
- 8 Were we to employ more women and some younger people, we'd have more diverse ideas.

7

- 1 Had I known
- 2 would take
- 3 Had
- 4 Were
- 5 would have taken
- 6 Were

8

Supposing I were offered early retirement, would I take it? That's a good question. Well, leaving the salary considerations for now, I do wish I had more time at home, so I probably would. However, I would miss doing something worthwhile and the contact with people, so I would look into volunteering work either abroad or locally. I'd always rather work with people in some way. Were I to volunteer, I'd work with people in need. Actually it's not a bad idea – it's high time I used my degree; after all I studied special needs education. It would be nice to return to it at the end of my career. I always wished I had worked in Asia, so maybe I can even combine the two.

5.3 I've got it!

1

1 c 2 a 3 b

2

1 B 2 E 3 C 4 D 5 A

3

- 1 Ideas don't always come on demand, sometimes the topic or company can make it difficult.
- 2 Advantages: everyone can use them, visual way to record and show connections;

disadvantage is that some people find them restrictive.

3 By giving simple instructions to change one element of the idea at a time, then evaluating afterwards.

4 It's a model for evaluating ideas – plus, minus and interesting.

5 Because they get bigger when they are shared; taking an idea, crediting it and then improving it is innovative.

4

- 1 The meeting wasn't successful in finding a new idea for packaging.
- 2 Bob had the idea for ~~packaging~~ using cards to focus their ideas.
- 3 The packaging was ~~redesigned~~ eliminated by the team in the meeting.
- 4 Having ~~total freedom~~ some constraints helps new ideas form.

5

1 e 2 f 3 a 4 b 5 d 6 c

6

- 1 drew a blank
- 2 have the faintest idea
- 3 occurred to her
- 4 dawned on
- 5 come up with
- 6 stuck for ideas

7

- 1 took off / has taken off
- 2 give up
- 3 dress up
- 4 paid off
- 5 call off
- 6 add up
- 7 follow up
- 8 saved up

8

b, e

9

d, h

10

- 1 dreamed up / conjured up / contributed / gathered, brilliant / innovative / original / worthwhile / unique
- 2 contributes / gathers / dreams up / conjures up / visualizes, unique / worthwhile / brilliant / crazy / innovative / original

5.4 Anyone got a bright idea?

1

- 1 a Let's b need to
- 2 a fancy b objections
- 3 a would be b along
- 4 a Any b goes
- 5 a Anyone b Which
- 6 a may not b That's
- 7 a should b Let's go

2

a 2 b 7 c 5 d 3 e 6 f 4 g 1

3

- Outdoor events aren't quite as predictable as indoor ones.
- The speaker didn't get such good/positive feedback, did he?
- I heard the caterers weren't especially friendly.
- The atmosphere wasn't particularly warm.
- I thought the speaker wasn't that interesting, actually.
- The room wasn't quite warm enough.

4

- 1 predictable 2 such 3 especially
4 particularly 5 that 6 warm

5 (Possible answers)

- Let's have the event indoors.
- Why don't we hire a really good speaker?
- We should change the caterers.
- Any thoughts on a warm-up activity?
- Let's inform the speaker about the topics that we'd like this time.
- I really fancy using a smaller room, it's better for the atmosphere too.

6

- a 5 b 3 c 1 d 4 e 2

7

- 1 e 2 f 3 j 4 h 5 a 6 b 7 d 8 i
9 c 10 g

8

- Lessons learned: smaller room, better caterers and speaker.
- Aim to improve communication through technology skills – bring smartphones, etc. to make interactive.
- Karaoke.

9

- 1 Aug. 2 Mgt, incl. 3 approx. 4 dept.
5 asap 6 etc. 7 e.g. 8 Re: 9 i.e.

10

(Example answer)

Dear everyone

Re: The successful event

Thank you for all your hard work over the last few weeks. It really paid off!

We can honestly say that the department aims were fully met.

Sensible choices of theme and speaker led to / meant we had great talks including lots of technical information.

In fact, I even heard that approximately ten people thanked the speaker personally.

Catering, the ice-breaker and the fun activity were (very successful and) well chosen.

The weather didn't disappoint either. In fact, it was so good that we were able to have lunch outside / lunch outside was possible.

All in all, it was a complete success – thanks to all involved.

Best wishes

Sam

PRESENTATION 3

1

- 1 b 2 a 3 c

3 (Example answers)

- My challenge relates to my studies. I had to prepare for an English exam.
- I find exams quite stressful and I'm not the best student, so I was quite nervous.
- It was difficult, but how I got through the challenge was just by focusing on preparing as best I could. I came up with a revision schedule to make sure I covered all the topics that might have been included in my exam.
- My friends and family were a great help to me. They kept me motivated and made sure that I didn't get distracted when I was revising.

5

- 1 c, i 2 a, g 3 e, j 4 b, h 5 d, f

6 (Example answers)

- Hello everyone. A very warm welcome to you all.
- I'm (name).
- A few years ago, I found many social situations quite stressful experiences. Something that was very difficult for me was going to parties and speaking to new people. It might sound silly, but as a shy person I found this almost impossible.
- It was tough but I had to work on my anxiety and develop strategies to deal with my nerves when I met new people. I got a lot of self-help books, but what helped me most was just putting myself into different situations where I had to meet and talk to new people – I signed up for an evening class, I joined a local book club, basically I put myself out and about rather than just staying at home.
- A big thank you for listening to me today.

UNIT 6

6.1 How to make filthy water drinkable

1

- It took eighteen months of trial and error.
- Over a hundred.
- The 18.5-litre jerry can.
- He earned it for services to innovation in recognition of his attempts to end global water poverty.

2

- c Saving lives simply, quickly and cheaply

3

- 1 affordable 2 Premature 3 public
4 lifesaving

4

- 1 e 2 c 3 a 4 b 5 d

6

- 1 I'd like to start by telling you about what particularly impressed me about this talk and why.

2 The first thing is Amy Smith is an engaging speaker, inspiring and passionate about using her resources, the resources available in a developed country, to make the world a better place.

3 Now that I've explained a little bit about her, I'll move on to describe what she said that was new for me: over two million people worldwide die annually from indoor cooking-fire fumes. Isn't that heart-breaking?

4 I'd like to tell you what the solutions are a little later.

5 OK, now for the work she tells us about in her talk: it really felt like people making a difference, a worthwhile investment.

7

1 F – The podcaster feels that she should do / would be good at it.

2 T

3 T

4 F – In India they had to use different waste as fuel.

8

1 Because the speaker was engaging, inspiring and passionate about making the world a better place (by dealing with indoor cooking-fire fumes).

2 Because he didn't realize that so many people die every year from cooking-fire fumes and he takes / we take for granted how easy it is for us to cook a meal for our families and ourselves.

3 That it's important not to stop farmers from becoming farmers, but to help them be successful farmers.

4 By giving people tools to make changes to improve their daily lives, their health and their economic situation.

5 The fact that there are dedicated, innovative individuals working towards a better world.

9

- 1 b 2 a 3 b 4 a 5 c

6.2 What a waste of time!

1

- 1 avoid 2 so as to 3 not in order to
4 for 5 so 6 so that

2

- 1 in order to 2 prevents 3 so as to
4 In order to 5 so that 6 avoid

3

2 ... she goes to a different office so that she can meditate.

3 ... turn it off so I'm not / I don't get interrupted.

4 ... it's in order to be / stay more focused.

5 ... it's for emergencies. It's a fire door.

6 ... gets an earlier train so as to get / find a seat.

7 ... went via Italy so that I could visit a client.

8 ... he needs the computer in order to work at home tomorrow.

4

1 c 2 d 3 a 4 b 5 f 6 e

5

1 avoided/avoid/will avoid 2 prevented
3 avoids 4 prevented 5 avoid 6 avoided

6

1 c 2 e 3 b 4 a 5 f 6 h 7 d 8 g

7

1 with a view to 2 sense of purpose
3 at cross-purposes 4 For the sake of
5 as a means to an end 6 on purpose
7 accidentally on purpose 8 for the good of

8

Time management itself is a myth. In order to manage time you have to be master of it, but this is rarely possible. Everyone has the same number of hours in the day. Fundamentally, it's naïve of us to think that we can use tricks so as to obtain a small time advantage. The best way to manage time is to avoid doing things that prevent you from reaching the goals that you've set. In other words, dropping habits and hobbies you don't like frees your mind so that it can focus on the job in hand. Making a 'to-do' list so that you can cross off the items is a waste of time, but making a note so you can remember what personal goals you have can be productive. Ultimately, it's not about managing time itself; it's about managing what you do with your time so that you're spending it doing something that brings you closer to your life goals.

6.3 Thinking outside the box

1

1 T
2 F – They're in Bonn.
3 T
4 F – It went public in 2000.

2

a 2 b 4 c 3 d 1

3

1 There was a strike so catalogues weren't being delivered to the customers.
2 To deliver by taxi – yes, it was successful.
3 A new job in Dresden in the new world and a new mindset.
4 Entrepreneurial thinking, new ideas because the old ones didn't work. Thinking outside the box.
5 They had to start from scratch with everything.

4

1 Russian soldiers were paid cash-in-hand to sort parcels.
2 Unwanted machinery / equipment was sent from West to East Germany.
3 Rental vehicles were brought over from the west.
4 Delivery staff were recruited and trained.
6 Infrastructure was established.

5

1 backlog 2 mail-order 3 strike 4 eager
5 entrepreneurial 6 pioneer

6

1 h 2 f 3 a 4 g 5 c 6 b 7 e 8 d

7

1 did the trick 2 do it blindfolded 3 do me a favour 4 does their bit 5 didn't do him justice 6 do a double take 7 did her a good turn 8 do you any harm

8

1 outside 2 leave 3 the off 4 take 5 fat
6 jump 7 stand a

9

1 fat chance
2 stood / stands a chance
3 leave it to chance
4 taking a chance on
5 jumped at the chance
6 on the off chance
7 outside chance

6.4 What are our options?

1

1 f 2 d 3 e 4 a 5 g 6 c 7 b

2

1 ... for teambuilding, and trust us to get lost.
2 ... till we recognize where we are.
3 ... we could ring someone.
4 ... stock.
5 ... just took the wrong road.

3

1 a We could retrace our steps.
b Why don't we try retracing our steps?
2 a It's worth a try.
b What have we got to lose?
3 a I'm not (too) sure about that.
b I'm not sure that'll work.
4 a Let's try it.
b Let's give that/it a try.

4

1 It's certainly worth a try.
2 I'm not too sure about that.
3 I'd rather keep looking.
4 Let's take stock.
5 If we had phones, we could ring.
6 We could go back till we recognize it.

5

1 d 2 a 3 f 4 b 5 c 6 e

6

1 will probably 2 should consider 3 may / might have 4 find it 5 the possibility
6 might / may find

7

1 Don't be afraid 2 Consider 3 Think about
4 may have to 5 the possibility 6 might like to

8

1 c 2 a 3 b

9 (Example answer)

Dear Jack

I was sorry to hear you are having trouble keeping up with new technology. You might consider asking your boss to provide training for you and the department. You may have to be prepared to attend and pay for a course privately too but you might consider asking colleagues for some support. If it appears to be a problem for more colleagues, there's always the possibility of talking about the issue in a department meeting and establishing the extent of the problem so that adequate training can be provided.

Hope that helps.

Best wishes

Amy

WRITING 3

1 a b d e f

2 1 d 2 e 3 f 4 b 5 a

3 1 T 2 F 3 T 4 T 5 F

4

1 On Saturday the New York Philharmonic | were joined by | tenor Andrea Bocelli | for a concert of | opera favourites | in Central Park.
2 I certainly wasn't alone | in my choice of concert | – in fact, 60,000 people | saw Coldplay | perform last night | at the BMW Welt Auditorium in Munich.
3 To see Madonna perform | has long been | one of my dreams, | and, in November last year, | I achieved that dream | when I saw her concert in Prague.
4 When I heard that | jazz pianist Herbie Hancock | was playing at | the Barbican Theatre in London, | I knew | I had to be there.
5 As part of their farewell tour, | The Who | were the final act | at the Glastonbury Festival in 2015, | and I was privileged enough | to see them perform.

5

1 c 2 a 3 d 4 f 5 b 6 e

6

1 simply 2 huge 3 ultimate 4 severely
5 remarkably 6 wonderful

7

1 recommend 2 All in all 3 but also
4 Although 5 challenge

10 (Example answer)

Verdi's *Requiem* is a much-loved classical piece, most recently performed by the Liverpool Welsh Choral Union and the Liverpool Philharmonic Orchestra at their concert hall in the city.

It was my first experience of a classical concert, and I only went because my aunt is in the LWCU. I had no idea what to expect before I went in. The choir has over 100 members, and it seemed to take too long for them all to enter onto the stage. It felt like a long wait before the music began, starting with the quiet 'Kyrie' and building up to the dramatic and overpowering 'Dies Irae', the most famous piece from the *Requiem*. This had a huge effect on me because you could almost feel the music from the singers and the orchestra. It might sound strange to say that a piece of music originally written for a funeral could be so full of joy and life, but it really felt that way to me.

My only complaint was that I found the English translation of the Latin words, which was being projected above the stage, more distracting than useful. Other than that, seeing Verdi's *Requiem* live was one of the most memorable experiences of my life. I enjoyed it so much that I downloaded it immediately after the concert, because I would like to be able to listen to it many more times. I would definitely recommend the *Requiem* as a first classical concert experience to anyone, even those who think they don't really like classical music!

UNIT 7

7.1 Taking imagination seriously

1

- 1 She imagines her goals as a reality, then works backwards.
- 2 It is a 745-foot net sculpture which is partly powered by the public
- 3 She studied art and counselling psychology at university.
- 4 She tries to pay attention to her inner voice, she draws and writes using her less dominant hand.

2

- c Stories and art that stretch the imagination

3

- 1 carpet 2 Pushing 3 everywhere
4 between

4

- 1 e 2 d 3 b 4 c 5 a

6

- 1 relevance 2 living 3 attention 4 belief
5 director

7

- 1 F – His narrative is so exciting that he doesn't need visuals to bring it to life – surprisingly for a film director, his presentation included no slides or film clips.
- 2 T
- 3 T
- 4 F – His dream was to see the Titanic wreck at the bottom of the ocean with his own eyes.

8

- 1 He was particularly interested in oceans and space.
- 2 He convinced the Hollywood studio it was necessary to film the ship's wreckage, the studio then funded the expedition, his movie became a success, delivering profit to the studio and entertainment to audiences.
- 3 CG animation, because he'd noticed that audiences were mesmerized by the magic of it.
- 4 That our ideal job will build from our personal interests and passions and that we shouldn't be afraid of exploring these for the benefit of both our work and personal life.

9

- 1 c 2 c 3 b 4 b 5 a

7.2 The power of daydreaming

1

- 1 B 2 C 3 A 4 E 5 D

2

- 1 were doing
- 2 controls
- 3 may not have known
- 4 will be doing
- 5 were working on
- 6 requires
- 7 are constantly changing
- 8 had never considered

3

- 1 Were you daydreaming
- 2 was thinking
- 3 Are you being
- 4 wasn't implying
- 5 was just wondering
- 6 've been daydreaming
- 7 was always getting caught
- 8 've been reading
- 9 'll probably be daydreaming

4

- 1 'd been working
- 2 're coming / 'll be coming / 're going to come
- 3 've been going
- 4 was working / 'd been working
- 5 hadn't been listening / wasn't listening
- 6 'll be exhibiting / 's going to be exhibiting / 's exhibiting
- 7 was dreaming / 'd been dreaming
- 8 's hoping

5

- 1 for the summer
- 2 last week
- 3 before last year
- 4 but there's a strike
- 5 she's moving this week
- 6 when they heard the news
- 7 before the end of the year
- 8 ever since I can remember

6

- 1 b 2 a 3 b 4 c 5 a

7

- 1 probably 2 definitely 3 probably
4 undoubtedly 5 certainly 6 definitely
7 most probably 8 surely

8

- 1 long, renting 2 staying 3 using 4 living
5 long, renting

9

Well, they say that daydreaming makes you more creative. I remember one time I had been trying to work out the details of a presentation. I'd got stuck trying to connect two distinct parts in the final section and needed a way of bringing them together. I'd been racking my brains for about a week and nothing had worked. Then I was travelling home by train and had started reading the paper but actually was just staring out of the window, daydreaming and sort of allowing my mind to freewheel. Suddenly there it was, the answer I had been looking for. It just popped into my head from nowhere. The perfect solution.

7.3 In my mind's eye

1

- 1 c 2 e 3 a 4 b 5 f 6 d

2

- 1 global cuisine
- 2 tailor-made service
- 3 Vermont Fresh Network
- 4 bold imagination
- 5 impeccable service

3

- 1 T
- 2 T
- 3 F – The chef and catering team tease out some details that are personal. When a clear idea has been established, Susanna starts to add her own ideas.
- 4 F – Mostly sourced locally.
- 5 T
- 6 F – Staff learn about the food to pass on relevant information to guests.

4

- 1 c 2 f 3 h 4 a 5 g 6 e 7 d 8 b

5

- 1 put my mind to it
- 2 bear in mind
- 3 in two minds
- 4 blow your mind
- 5 keep an open mind
- 6 ease my mind
- 7 see (the finish line) in your mind's eye
- 8 gave him peace of mind

6

- | | | |
|---------|----------|---------|
| 1 hang | hanged b | hung a |
| 2 go | been a | gone b |
| 3 cost | costed a | cost b |
| 4 lie | laid a | lied b |
| 5 shine | shined b | shone a |

7

- 1 laid 2 shined 3 gone 4 lied 5 costed
- 6 been 7 cost 8 hanged 9 hung
- 10 shone

8

- 1 f 2 d 3 a 4 b 5 c 6 e

9

- 1 keep an eye on
- 2 is / was, eye-catching
- 3 see, with the naked eye
- 4 up to their eyes in
- 5 do, with his eyes shut
- 6 opened my eyes to

7.4 That doesn't seem possible

1

- 1 I expect she's on holiday. ✓
- 2 I imagine she's on a training course.
- 3 She must be ill.
- 4 One of her children might be ill.
- 5 She's probably stuck in traffic. ✓
- 6 She may have overslept. ✓

2

- 1 Perhaps she's gone to the doctor.
- 2 Maybe there's been an accident that's delayed her.

3

- 1 she can't have had her phone with her.
- 2 everyone must have left the building in time.
- 3 it's likely to have been a serious fire.
- 4 I guess she'll need a day off.
- 5 the children will probably be tired.
- 6 The firemen are bound to have found the cause of the fire by now.

4

- 1 've 2 've 3 've 4 've, 've 5 have
- 6 've

5

- 1 That can't be right.
- 2 I think you're onto something there.
- 3 I'm not entirely convinced.
- 4 It certainly looks that way.
- 5 That doesn't seem at all likely to me.
- 6 That seems a likely explanation.

6

- 1 reportedly 2 believe 3 claim
- 4 Apparently 5 said to 6 allegedly
- 7 speculation 8 by all accounts

7

- 1 Speculation 2 reportedly 3 is believed
- 4 by all accounts 5 said to 6 allegedly
- 7 claim 8 apparently

8

- 1 by each all accounts 2 claiminged
- 3 allegedly 4 belief believed 5 say said
- 6 speculate speculation

9 (Possible answers)

- 2 Allegedly, when employees are physically fitter it has a positive effect on the business too.
- 3 Top management is quoted as saying this is the reason they started the annual relay race five years ago.
- 4 By all accounts the race strengthens the company's corporate identity, provides year-long entertainment for staff and is fun.
- 5 Speculation about tactics builds throughout the year while departments bond through training regularly outside working hours.
- 6 It's said to be almost certain that the R&D department (will) win every time, as indeed they did this year too. But as ever there were some surprises in innovative tactics and the other positions.
- 7 Apparently a total of 250 employees, friends and family attended the race this year. The summer party was held afterwards in glorious weather with drinks and snacks provided by the company.
- 8 It's believed by many to be a highlight in the corporate year.

PRESENTATION 4

1

- 1 b 2 c 3 a

3 (Example answers)

- 1 When I was a child, I'd often go to the woods and pretend to be a courageous explorer.
- 2 I used to go there with my brother – we'd pretend to discover new imaginary lands together.
- 3 I remember that we felt so free when we were out in the woods – like nothing else mattered.

5

- 1 a, e 2 b, d 3 c, g 4 f, h

6 (Example answers)

- 1 Hello and thanks for joining me today. My name's (name).
- 2 I loved stories when I was younger. I would always be reading some fantasy or science fiction novel. I wouldn't just read, but I'd also write my own stories. Even though I don't think they were really that good, I think it helped me develop different ways of thinking.
- 3 It's so important for your day-to-day life really. If you can use your imagination, you can think of different solutions to problems and find unusual answers. Without imagination and creativity it's quite easy to become stuck.
- 4 Thank you so much for listening today.

UNIT 8

8.1 Build a tower, build a team

1

- 1 Because he's a visual thinker and communicator.
- 2 Although he now works in the fields of design and visual thinking, he originally

studied Astronomy and Psychology at the University of Toronto.

- 3 Work at the museum designing interactive exhibits.
- 4 He attended his first TED conference in 1994. In addition to giving seven TED Talks, he's also been a visual artist and host at TED conferences, and he lists TED among his clients.
- 5 He's a fellow at Autodesk and is writing his fifth book.

2

- b Collaboration drives innovation

3

- 1 origin 2 create 3 collaboration 4 complex

4

- 1 e 2 a 3 b 4 c 5 d

6

- 1 Gawande is able to take a step back from the detailed work of his job as a practising doctor to look at medicine as a whole.
- 2 He sets out to provide clarity to problems that show bewildering complexity.
- 3 ... in 1970 the average hospital visit required care from two full-time clinicians. By the end of the twentieth century the number had risen to fifteen.
- 4 Gawande's message is an important one: medicine is broken but there are answers to its problems so it can be fixed.

7

- 1 Gawande steps back from his job and looks at the bigger picture of medicine as a whole.
- 2 The complexity comes from the increase in the number of people, procedures and drugs used in the health industry.
- 3 High-risk ones like aviation and high-rise construction.
- 4 His personal interest is his daughter's rare illness and the respect he's gained for the medical profession.

8

- 1 4,000, 6,000 2 40 per cent of, 60 per cent of, two million people 3 finding the failures, devising solutions, implementing the ideas
- 4 checklists 5 reduced complications, 47 per cent

9

- 1 a 2 c 3 a 4 b 5 a

8.2 Having an off day?

1

- 1 b 2 c 3 a

2

- 1 A recent audit resulted in the revelation that our small team of six don't work together as well as we could.

- 2 Taking part in a facilitated workshop was the consequence of the audit recommendations.
- 3 The boss's observations led to some proposals for change in some key areas.
- 4 Despite our initial scepticism, the workshop fostered rapport.
- 5 The feedback session contributed to us tightening our processes.
- 6 The workshop will bring about closer communication between us.

3

- 1 brought about
2 caused
3 gave rise to
4 stemmed from
5 resulted from
6 contributes to
7 fostered
8 resulted in

4

- 2 a The flights are so cheap that ...
b There are such cheap flights that ...
- 3 a The order is so large that ...
b It is such a large order that ...
- 4 a The presentation was so good that ...
b It was such a good presentation that ...
- 5 a The workshop was so successful that ...
b The workshop was such a success that ...
- 6 a Travelling in the rush hour was so time consuming that ...
b Travelling in the rush hour was such a time-consuming activity that ...
- 7 a The setback caused by IT problems was so serious that ...
b There was such a serious setback caused by IT problems that ...
- 8 a There were so many complaints that ...
b There were such a lot of complaints that ...
- 9 a The product was so popular that ...
b It was such a popular product that ...

5

- 1 workshop 2 shut 3 lack/lag 4 work

6

- 1 bad 2 Please 3 come 4 I.D.

7

When I have to achieve big goals, and when this results in me having lots to deal with, I try to follow the 'eating an elephant model'. Creighton Abrams, a US army general, came up with it and, due to its bizarre nature, it's a memorable idea. The fact that the originator was in the army contributes to the notion of discipline and task completion. Given the elephant's large size, the idea is that breaking it down into smaller parts results in it being easier to deal with. Otherwise, reaching a big goal might seem unobtainable and kill motivation and jeopardize the work itself. Last year, before moving premises, we agreed to throw away any unwanted papers and files. The only way to achieve this enormous task successfully was to deal with it bit by bit. As a result, we threw away almost a ton of paper and cleared the way for the move. As Abrams

said: 'When eating an elephant, take one bite at a time'.

8.3 How not to motivate people

1

- 1 F – in 2000 (20-0 the most goals against)
2 T
3 T
4 F – archery is the national sport

2

- 1 Extrinsic motivation comes from something outside of the person being motivated, like money, and intrinsic from something within, like desire to do the task well.
- 2 Being relatively new to football, losing dramatically and being in position 209 of 209 in FIFA's ranking.
- 3 They didn't feel pressure being bottom as the only way was up!
- 4 Television and the Internet were allowed into the country in 1999, tourism is limited to package tours.
- 5 GNH is measured to help people strike a balance between material and spiritual concerns.
- 6 There were no new players to replace the ones retiring and funds were needed elsewhere for health and education.

3

- 1 extrinsic 2 giddy 3 coined 4 Archery
5 infamous

4

- 1 twelve 2 \$300,000 3 training camp
4 humidity 5 free 6 ninetieth

5

- 1 b 2 h 3 e 4 f 5 a 6 c 7 d 8 g

6

- 1 be a team player
2 bond as a group
3 a sense of belonging
4 pull their weight
5 doing your fair share
6 Sharing the load
7 a part of things
8 go the extra mile

7

- 2 The enjoyment of the game itself provided the *motivation* for the team to play well.
- 3 The *awarding* of extra holiday as an incentive proved more effective than overtime payments.
- 4 He had extensive background *knowledge* of the match.
- 5 The crowd enjoyed the *excitement* of the game and festive atmosphere.
- 6 The *inconvenience* of travelling to Thimphu is because of the mountains.
- 7 The Thai team's *generosity* about training made competing possible.
- 8 The team's *commitment* to winning was high throughout the game.

8

- 1 off 2 in 3 around 4 at 5 on 6 towards

9

- a 2 b 4 c 5 d 3 e 6 f 1

8.4 If you'll just let me finish ...

1

- 1 Can I just say something here? I
2 Could I just finish what I was saying? S
3 If you'll let me finish ... I
4 I hate to interrupt I
5 I know you're dying to jump in, but ... S
6 Sorry for interrupting, but ... I
7 Before you continue, can I just say ... I
8 If you'll allow me to finish ... S

2

- 2, 4, 5, 6, 8

3

- 1 I'd like to start the discussion by ...
2 I'd also be interested in hearing your views on ...

4

- 1 take 2 thoughts 3 continue
4 everything 5 finish

5

- 1 I'd like to start the discussion by asking if everyone's read the information sent around?
- 2 It'll probably make a difference to the discussion.
- 3 There will be a chance for everyone to have their say.
- 4 You mean with hindsight it was more useful than when you were actually doing it?
- 5 It could be a great retention tool, as well as promoting innovation.
- 6 I would like us all to suggest one or two employees to put forward and answer the questions.

6

- a 3 b 5 c 1 d 2 e 4

7

- 1, 6, 7

8

- 1 also
2 Thanks to / As a result of
3 as a result of / thanks to
4 However
5 As a consequence / Because
6 As a consequence
7 Overall

9

(Example answers)

1

- b I left at relatively short notice because the IT project was urgent.
c As a result I wasn't well prepared to fix the problem.

- 2
 a Because the IT systems were identical we could 'speak' a common language.
 b As a result we built good relationships.
- 3
 a My counterparts didn't speak very good English and also I don't speak good German / neither/nor do I speak good German.
 b My biggest challenge was not understanding German. As a consequence I had many confusing experiences.
 c However, this experience improved my understanding of my European colleagues.
- 4
 a As a result of learning to simplify my message I can avoid misunderstandings.
- 5
 a Overall, I would recommend a basic language course before the programme.

WRITING 4

- 1
 b, d, e, f, g
- 2
 1 b 2 d 3 f 4 g 5 e
- 3
 1 F 2 F 3 T 4 F 5 T
- 4
 1 It was **a huge success** from start to finish.
 2 We ended up being **pleasantly surprised**.
 3 We couldn't wait to **do it all again**.
 4 It turned out to be **the best way we could have spent our day**.
 5 All in all, I'd say **it was worth every penny**.

- 5
 a 2 b 3 c 1 d 5 e 1 f 3 g 5 h 5
 i 2 j 4 k 3 l 2 m 4 n 4 o 1 & 5

- 6
 1 **It was great to get your message!**
 2 I've just had **the holiday of a lifetime** in Thailand.
 3 **The first thing I want to tell you about** is the hotels we stayed in.
 4 **It was a pleasant surprise when** we found out that all our food and drink was included in the price – great value for money!
 5 **Then it was on to** Bangkok for a week.
 6 I'd love to take you to Thailand one day. **Let me know what you think**.

- 7
 1 breathtaking views P
 2 welcoming people P
 3 (the) ideal place P
 4 (with) disastrous results N
 5 dreadful weather N
 6 (a) rewarding experience P

9 (Example answer)

Hi Sally,

Thanks for your message. How's everything with you?

I've just got back from the adventure of a lifetime! I left work on Friday and got the train from San Diego to Los Angeles, my first experience of the American railroad – their trains are so much bigger than the ones we have in Europe! In LA, I changed onto the train that travels across to Chicago. Can you believe it takes over two days to get there? Luckily, I was only on it for about 12 hours, getting off in Flagstaff.

I went for breakfast in a proper American diner, full of friendly people. At 9am, I was collected by a small tour bus which already had six other people on it, and the most enthusiastic guide I've ever met. Two hours later we arrived at what had been the goal all along: the Grand Canyon National Park. The guide made us get out of the van and walk along looking at his feet. He walked backwards and we weren't allowed to look up until he told us to. When we did, the view was truly breathtaking. The whole Grand Canyon was spread out in front of us, stretching away to the horizon. It was the perfect weather for taking photos, and through the day we stopped in loads of places to get different views of this true wonder of nature.

We've all seen photos, but that's nothing compared to the real thing. If you ever get a chance to go there, you definitely should! I hope you do!

Write soon,

Adam

UNIT 9

9.1 All it takes is 10 mindful minutes

- 1
 1 He dropped out because he lost several friends in an accident and the stress led him to embrace full-time meditation.
 2 He has a circus arts degree and is a mindfulness consultant, he has learned to meditate while being a monk and learned to teach it to others.
 3 Andy Puddicombe contributes the meditation expertise and Rich Pierson the marketing and brand knowledge.
 4 The question of how to present meditation in such a way that friends would give it a try.
 5 To create a happier and healthier world by teaching the skills of meditation and mindfulness.

- 2
 b Finding happiness through increasing mindfulness

- 3
 1 living 2 valuable 3 Curing 4 happy

- 4
 1 e 2 a 3 c 4 d 5 b

- 6
 1 it really resonated with me
 2 actually, rather the causes of happiness
 3 or was likely to make us happy

- 7
 1 Because she practises mindfulness activities most days and is interested in being present.
 2 That although we live longer and are richer we aren't measurably happier.
 3 Is it just as good to think about the past or the future when doing something, or is it better to stay focused on the present?
 4 His finding that it's better to stay focused on the present.

- 8
 1 T
 2 F – He analyzed 650,000 real-time reports from 15,000 people.
 3 F – When doing unpopular tasks, staying focused improved the happiness rating.
 4 T
 5 F – She is aware that the people she sees every day would be happier too.

- 9
 1 a 2 b 3 c 4 b 5 a

9.2 Even holidays are stressful

- 1
 1 exquisitely 2 beautifully 3 extremely
 4 tastefully 5 importantly 6 completely
 7 fully 8 completely 9 well 10 totally

2 (Suggested answers)

- 1 It's absolutely device free and completely peaceful.
 2 Walking or riding in totally traffic free and beautifully quiet surroundings.
 3 In the exquisitely modern spa and pool complex and the beautifully comfortable sofas and seats inside and outside.
 4 Holidays should be totally relaxing and absolutely perfect.

- 3
 1 extremely 2 completely 3 barely
 4 freshly 5 locally 6 Amazingly
 7 Expertly 8 completely

- 4
 1 d 2 e 3 a 4 b 5 c

- 5
 1 horribly busy 2 absolutely clear
 3 naturally sociable 4 rapidly growing
 5 blissfully happy

- 6
 1 Although he was nervous, he delivered the presentation incredibly calmly.
 2 After the sales team had used it for a year, it was utterly ruined.

- 3 He learned the skills fantastically quickly.
 4 The spare parts are readily available in most electronics stores.
 5 We discovered this place accidentally on the way back last year.

7

- 1 just 2 while 3 recently 4 yesterday
 5 tomorrow 6 now 7 When 8 last
 9 finally 10 already

8

I recently became acquainted with a couple – both medical doctors – who travel every year to a different destination. Unusually, they don't relax on the beach, but take a busman's holiday where they offer their medical expertise in remote places to people in need. Before leaving for somewhere completely different and utterly remote, they totally remove any evidence of wealth and privilege. They travel with an organization and, once thoroughly briefed, they work tirelessly to assist the victims of natural disasters. They are unreservedly enthusiastic about these trips and arrive back eager to explain how much they have gained from the whole experience and the kindness of strangers.

9.3 Alert and alive

1

- 1 at 2 about 3 with 4 out

2

- 1 Everyone who works.
 2 Yes (well-documented; several studies).
 3 The ridiculous in difficult situations, tense situations, yourself, jokes we come across on a break from work.

3

- 1 N 2 D 3 D 4 D 5 P 6 P 7 D 8 N

4

- 2 joking aside 3 you're missing an important trick 4 well-documented 5 break out of the cycle 6 don't take it too seriously 7 Take time out 8 lighten up

5

- 1 d 2 g 3 a 4 h 5 b 6 c 7 e 8 f

6

- 1 got cold feet 2 makes my blood boil
 3 up to my eyeballs 4 keep my chin up
 5 is a pain in the neck 6 get it off my chest
 7 let her hair down 8 was a weight off my shoulders

7

- 1 f 2 a 3 d 4 b 5 g 6 c 7 e

8

- 1 quite 2 very 3 acutely 4 extremely
 5 deeply 6 very 7 totally 8 absolutely

9

- 1 c 2 d 3 e 4 f 5 b 6 a

10

- 1 lived through 2 live down 3 live up to
 4 lives for 5 live with 6 live on

9.4 Have you got a minute?

1

- 1 you got a minute
 2 I do for you
 3 I wanted to talk to you about
 4 the thing is
 5 nuisance
 6 couldn't
 7 'm sorry

2

- 1 b 2 e 3 c 4 f 5 g 6 d 7 a

3

- 1 a Sorry, but if you have a moment ...
 2 a I have to apologize.
 3 a Is there any way ... ? b I have a favour to ask.
 4 a That's a shame, but I understand. b Don't worry. It doesn't matter.

4

- 1 a P b A 2 a A b P 3 a A b P
 4 a P b A 5 a P b A 6 a A b P

5

- 1 g 2 c 3 a 4 h 5 b 6 d 7 f 8 e

6

- 1 claimed 2 allegedly 3 making 4 admitted by
 5 acknowledged that 6 proposed 7 agreed of to 8 are urged / are being urged

7

- 1 acknowledged 2 admitted 3 accused
 4 denied 5 suggested 6 insisted
 7 agreed

8

(Suggested answers)

- 1 The team acknowledged that they don't always answer emails quickly enough.
 2 They discussed briefly what was acceptable and agreed to reply to customers within twenty-four hours.
 3 It was claimed that some emails need more time to reply to due to information gathering.
 4 It was proposed that a short email be sent to update the contact concerned.
 5 Two members alleged that they could see no system in who to copy into emails.
 6 They urged us to look at today's emails as examples.
 7 Several members admitted to copying in too many people.
 8 All were asked to monitor things and reduce the number of recipients if possible.

PRESENTATION 5

1

- 1 b 2 c 3 a

3 (Example answers)

Organizational skills

managing groups of people, planning trips, making lists

Interpersonal skills

communicating with others, understanding others, organizing tasks

Financial management skills

managing a budget, making savings

Time management skills

maintaining a schedule, meeting deadlines

5

- 1 d, g 2 a, h 3 c, e 4 b, f

6 (Example answers)

- 1 Today, we're going to look at an aspect of daily life and the skills that you can develop. I'm going to talk about how I've managed to gain some skills.
 2 This relates to one of my hobbies – running. People don't realize how many different skills you can develop doing an activity like this.
 3 I'm actually part of a running club, so I've been able to develop my communicative skills by interacting with the other members. Running is also a very demanding physical activity, especially when you're training for a race. I've proven to myself that I have been able to plan my time, been dedicated and committed to my training schedule, and taken care when planning my meals.
 4 So, that's all about my skills. I hope you found my talk interesting. Have you got any questions for me?

UNIT 10

10.1 Protecting Twitter users (sometimes from themselves)

1

- 1 From the only member of the department to the Vice President of Trust and Safety in 2014.
 2 To enable her to have a private as well as a public life.
 3 Her work for PJFI, fighting child exploitation and bringing criminals to justice.
 4 She has a tattoo on her wrist that symbolizes hope.

2

- c Privacy and control in the modern world

3

- 1 Preferences 2 others 3 risks 4 need

4

- 1 b 2 e 3 c 4 a 5 d

6

- 1 Michael (Cummings)
- 2 National Geographic Learning
- 3 friends and colleagues
- 4 teacher
- 5 classroom

7

- 1 Working abroad.
- 2 The diversity and the notion that they are fundamentally something good.
- 3 It made him think about what a relationship is, what social networking is and how he might be influencing the lives of people he doesn't even know.
- 4 That he has the ability to spread happiness or even obesity via his social networks.

8

- 1 T
- 2 F – It was his discoveries about widowhood.
- 3 T
- 4 F – The motto is to encourage people to make connections with people who share the same goals.
- 5 T

9

- 1 a 2 b 3 c 4 c 5 a

10.2 Not as risky as it sounds

- 1 were mostly considered
- 2 were reported
- 3 is widely believed
- 4 has generally been considered
- 5 is thought
- 6 have sometimes been known
- 7 is expected
- 8 is estimated

2

- 1 e 2 d 3 a 4 b 5 c

3

- 1 was said
- 2 was reported
- 3 is feared
- 4 has been agreed
- 5 was decided
- 6 is estimated / has been estimated
- 7 was alleged
- 8 isn't expected

4

- 2 Captain Edward John Smith is/was presumed to have drowned.
- 3 1,500 passengers and crew are known to have died.
- 4 A technical failure wasn't shown to be the cause in the surveyors' reports.
- 5 The Titanic is said to be the most famous shipwreck.
- 6 The Titanic was believed to be unsinkable when it was built.
- 7 The Titanic was considered to be a low marine risk by Lloyd's.

5

- 2 It is presumed that Captain Edward John Smith drowned.
- 3 It's known that 1,500 passengers and crew died.
- 4 It wasn't shown that a technical failure was the cause in the surveyors' reports.
- 5 It is said that the Titanic is the most famous shipwreck.
- 6 It was believed that the Titanic was unsinkable when it was built.
- 7 It was considered by Lloyd's that the Titanic was a low marine risk.

6

Lloyd's of London is known to be the oldest insurance market in the world. Technically, it's not considered to be a company but a corporate body of 94 syndicates or 'Names', as they are called. It was founded in a City coffee house in 1688 where merchants bought insurance for their ships. The Lutine Bell was reported to have been rung when the Titanic sank in 1912, as has been done for all other ships lost or missing since 1799. In the eighties and nineties Lloyd's was shown to be at risk itself and in fact incurred gigantic losses due to asbestos claims flooding the market. It was announced recently that Lloyd's has opened offices in China and Dubai where the insurance market is much less developed than Britain.

10.3 Follow your gut instinct

- 1 Students' own answers.
- 2 7 and 10

3

- 1 b 2 a 3 a 4 a 5 b 6 b

4

- 1 They don't always get honest answers as people tend to see themselves in an overly favourable way.
- 2 All the answers follow the same pattern so you can tell which kind of approach to risk each answer represents.
- 3 Some of the answers are not so obvious so people would be more likely to have to think about them. Also there's a good mix of situations.

5

- 1 run 2 poses 3 reduces 4 likelihood
- 5 odds 6 high 7 in

6

- 2 availability 3 generosity 4 clarity
- 5 anonymity 6 hospitality 7 authenticity
- 8 necessity 9 simplicity

7

- 1 facts 2 two-faced 3 on it 4 music
- 5 slap 6 long

8

- a a slap in the face
- b put a brave face on it

- c face facts
- d be two-faced
- e face the music
- f pull a long face

10.4 All things considered ...

1

- 1 c 2 d 3 a 4 b

2

burglary

3

- 1 There are
- 2 Possibly
- 3 drawback
- 4 According to
- 5 wouldn't
- 6 downside
- 7 attractive
- 8 sure

4

- 1 the light of
- 2 third alternative
- 3 the best choice
- 4 All things considered

5

Presenting options

There are some pretty interesting options to choose from
Possibly the most obvious one is
Additionally X is another option to consider
A (third) alternative that might do the job is

Discussing pros and cons

A drawback of X is
On the plus side
The downside is
X makes it a very attractive possibility

Considering options

I'm not sure it's the best option
In the light of
Ultimately, the best choice does seem to be
All things considered

7

- 1 fairly 2 quite 3 pretty 4 a little, a bit, slightly 5 rather

8

- 1 T
- 2 T (rather and quite)
- 3 F – only one (rather)
- 4 T (slightly, a bit, a little and rather)

9

- 1 It was rather a waste of money.
- 2 They were slightly poorer quality than we'd expected.
- 3 The XJ7 model is a bit more complicated to install.
- 4 He was quite impatient and a little unfriendly when he explained it.
- 5 I found it rather uninspiring and pretty old-fashioned.
- 6 The company is fairly disorganized.

- 7 That's rather a worrying / a rather worrying state of affairs.
8 The model they chose was reasonably easy to use.

10

- 1 quite 2 fairly 3 rather 4 slightly 5 quite
6 a bit 7 rather

11 (Example answer)

The system's low price made it fairly attractive and it arrived pretty promptly. Unfortunately, it was a little faulty but we were given a slightly better maintenance service than I had expected. So overall the package was quite reasonable.

WRITING 5

1

a, c, e, f, g

2

1 a 2 e 3 g 4 c 5 f

3

1 F 2 T 3 F 4 T 5 T

4

1 d 2 g 3 f 4 a 5 h 6 b 7 c 8 e

5

1 knowledgeable 2 prompt 3 wealth
4 remarkably 5 professionally 6 dedication

6

1 regret 2 a time 3 Not only 4 fortunate
5 stood out 6 impressed 7 Once again

7

- 1 We will not hesitate to recommend you to our customers.
- 2 I will recommend your restaurant to all my friends.
- 3 I will certainly use your hotel again.
- 4 We look forward to doing business with you again soon.
- 5 We look forward to continuing our business relationship.
- 6 We have recommended your company to others ...
- 7 ... and will continue to do so

9 (Example answer)

Dear Sir or Madam,
I would like to express my gratitude for the wonderful experience we had at your hotel at the end of last month.
We landed at the airport late at night, very tired as our flight had been delayed. We were very relieved when we were met by one of your excellent members of staff, Maja – we had forgotten that the transfer was included. She came prepared with water and snacks to help us wake up for long enough to get to the hotel. It was the little touches like this which made our stay particularly memorable.

On arrival at the hotel, we were upgraded to a better room with a breathtaking view of the mountains as Maja had discovered it was our wedding anniversary during our trip and had passed this on to the reception staff without our knowledge. This was a pleasant surprise, and even better were the roses and champagne that appeared in our room on the day itself. Altogether, it was probably our most enjoyable anniversary since we got married eighteen years ago!

I would like to finish by complimenting you on your restaurant. However busy it was, the staff were always calm and professional. The service they provided was prompt and they were able to accommodate my wife's food allergies.

All in all, it was a very pleasant holiday and we will not hesitate to recommend your hotel to our friends. I hope that we can stay there again at some point in the future.

Thank you very much,
Yours Faithfully
Len Holder

UNIT 11

11.1 How to build with clay and community

1

- 1 That he would learn to read and write.
- 2 He trained in carpentry, teaching and architecture.
- 3 He raised funds through the company he set up 'Bricks for Gando School'.
- 4 He'd won seven awards by 2015, he has been exhibited in Frankfurt and New York museums and is a fellow at both the British and American Institutes of Architects.

2

a Community matters matter

3

1 space 2 sustainable 3 surprising
4 design

4

1 e 2 c 3 b 4 a 5 d

6

1 a extensive b extensive
2 a weird-looking b weird-looking
3 a techno-geek b techno-geek

7

- 1 F – Baan showed homes in China, Nigeria and Egypt. Eftychis talked about his grandfather in Greece.
- 2 T
- 3 F – Eftychis would like to learn more about it.

8

- 1 Funny, posh or extravagant houses some techno-geek or multi-millionaire has built.
- 2 They like to personalize their living environments and they are highly creative.

- 3 He feels his people also had to improvise and make homes in unusual situations, his grandfather for example.
- 4 He gave very interesting information and didn't make it seem as if this situation only happened in certain areas or to certain people.
- 5 Particularly to people who don't travel very much so they see what life looks like in other places (away from the tourist spots).

9

1 b 2 a 3 b 4 c 5 b

11.2 A vision for saving the world

1

1 when 2 Although 3 In spite of the fact
4 By the time 5 provided that 6 in case
7 once 8 whereas 9 Given that

2

- 2 The last time I ate banana bread was when I was living in Australia.
- 3 In case I'm late, save me a piece of cake.
- 4 As far as not wasting food is concerned, banana bread is an excellent idea.
- 5 It tastes very sweet, considering there's no sugar in it.
- 6 Whenever he smells the dish it reminds him of home.
- 7 In view of the fact that she didn't (or doesn't) like bananas, she chose carrot cake instead.

3

1 If 2 unless 3 As long as 4 Supposing
5 Provided that

4

1 as soon as 2 until 3 Once 4 After
5 By the time

5

- 1 As far as fruit and vegetables are concerned, buy them when they are in season.
- 2 If necessary, find new recipes to use up leftovers.
- 3 When in doubt, don't eat food that's past its sell-by date.
- 4 Unless told otherwise by your doctor, eat a variety of different foods.
- 5 Once you've learned to cook fresh food, you'll prefer it to processed meals.

6

The amount of food waste increases as the world's economies develop. Ninety million tons of food are thrown away each year by Europeans. Food sharing started in the light of this to counteract the colossal waste. Valentin Thurn's documentary film *Taste the waste* raised awareness and, after crowdfunding 11,000 euros, a non-profit company was born. The www.foodsharing.de website connects people who have food to give to people who need it and, given not everyone is connected, there's a low-tech solution at strategic points, too. Food sharing is happening in 240 cities

in Germany and, according to the website, it is growing rapidly. It's not only individuals, but also businesses that benefit from this practice, given that they can save waste collection fees by donating goods to the organization. Finally, health and safety laws ensure that no one shares anything unfit for consumption.

11.3 A personal calling

1
1 b 2 d 3 a 4 c

2
An advertorial

3
1 F – Mainly small businesses.
2 F – The problem is communicating it to enough potential customers.
3 T
4 T
5 T
6 F – Sometimes it's a free gift or just an extra bit of fun.
7 F – The personal trainer's card is rubber.
8 F – It's the fact that people like them as objects and therefore they keep them and show them to other people.

4
1 non-existent 2 innovative
3 pricey 4 striking 5 cool

5
a 4 (striking)
b 5 (cool)
c 2 (innovative)
d 1 (almost non-existent)
e 3 (pricey)

6
1 d 2 a 3 e 4 c 5 f 6 b

7
1 see eye to eye on
2 overseeing
3 are on the lookout for
4 see about
5 looked up to
6 look into

8
Two other nouns.

9
1 deadline 2 workspace 3 shortlist
4 crossroads 5 notebook 6 self-esteem
7 shareholder 8 database

10
1 d 2 f 3 a 4 e 5 b 6 c

11
1 high 2 behind 3 pushed 4 make
5 kill 6 move 7 dead 8 hard

12
1 dead on time
2 make time
3 gave me a hard time
4 at an all-time high
5 killed time

11.4 A dream come true

1
1 d 2 a 3 b 4 c

2
1 c 2 a 3 e 4 b 5 f 6 d

3
a Wouldn't it be great to
b I can see myself
c If money were no object, we could
d I've always fancied
e I'd love to
f I can't envisage

4
1 f I can't envisage
2 a wouldn't it be great to
3 c If money were no object we could
4 e I'd love to
5 b I can see myself
6 d I've always fancied

5
1 a S b U 2 a S b U 3 a U b S
4 a S b U 5 a U b S

6
1 highly impressed, pleased
2 excelled at, was extremely good at
3 confident, natural
4 an admirable, a strong
5 completely, consistently
6 privilege, honour

7
1 consistently 2 an admirable 3 an extremely
4 confident 5 a pleasure 6 quick
7 consistently 8 best

8
1 e 2 h 3 g 4 b 5 c 6 d 7 a 8 f

9
(Example answers)
2 She was incredibly quick to solve problems proactively and creatively.
3 The coaching considerably improved our performance in decision making.
4 We were greatly inspired by the vision she helped us form.
5 The life coaching session helped us hugely to get the best from our new situation.

PRESENTATION 6

1
1 b 2 c 3 a

3
1 c 2 b 3 a 4 e 5 d

5
1 c 2 a 3 f 4 d 5 e 6 b

6 (Example answers)

1 Hello and welcome. Let's get started.
2 Where I live there aren't many things for people to do for fun. As a result, people don't seem very happy.
3 What we need is some kind of club to give people something to do. I would like to set up a film club so people can get together to watch films and discuss them.
4 We could do this by installing a big TV screen in a communal space. They're not all that expensive these days if you go for an older model. If we get a DVD player we can get people to donate their old films for everyone to watch.
5 I feel this is important because people need to spend time together. By making a space where people can relax and watch films, neighbours in the area would be able to get to know each other and friendships could develop.
6 Thanks so much for listening to me talk about this improvement that could be made. Does anyone have any questions?

UNIT 12

12.1 Image recognition that triggers augmented reality

1
1 He was Global Head of *Aurasma* and she was Head of Marketing.
2 She brought an advertising background.
3 She's now a founding Director of TRM&C.
4 He started working at Featurespace, working against fraud with high-tech solutions.

2
b Interfaces between technology, mind and matter

3
1 Redefining 2 Greater 3 eye 4 minds

4
1 e 2 a 3 c 4 b 5 d

6
Stressed content words **in bold**, grammatical chunks underlined.

1 One of my **favourite TED talks** is the one from Tan Le called 'A **headset** that reads your **brainwaves**'.
2 Tan Le starts her talk with her **vision** to expand **human** and **computer interaction**.
3 She reminds us that **interpersonal communication** is more **complex** than mere **commands**.

4 The **headset** will cost only a few hundred dollars, not **thousands**.

7

- 1 She's able to present it live on stage and the price isn't too high.
- 2 She thinks it's well explained, calm and seems effortless. Also she likes that Tan Le invited Evan Grant onto the stage to demonstrate the headset.
- 3 Opening and closing curtains, turning lights off and on and controlling a wheelchair through facial expressions.
- 4 To spread the message that technology can be used in our favour and for good causes, not only for fun and for entertainment.

8

- 1 background, demonstration, applications
- 2 comes, wears, carries
- 3 command, difficult
- 4 submitted
- 5 smiles

9

- 1 b 2 a 3 c 4 c 5 b

12.2 They saw it coming

1

- 1 were to
- 2 was about to
- 3 would
- 4 was bound to
- 5 wouldn't have been
- 6 was going to be
- 7 unlikely to be
- 8 would have been
- 9 was to be

2

- 1 going 2 was 3 bound 4 were 5 likely
- 6 would

3

- 1 d 2 b 3 e 4 f 5 a 6 c

4

- 1 was to become
- 2 were going to be
- 3 unlikely to be
- 4 would not teach
- 5 would
- 6 were
- 7 to be passed

5

Thursday 13th at 10.30.

6

- 1 was wondering
- 2 did you have
- 3 was thinking
- 4 was
- 5 was hoping
- 6 did you want
- 7 hadn't been cancelled

No 7 isn't a tentative use of the past.

7

- 1 The project team was going to meet again before my holiday.
- 2 They were going to cancel the launch meeting.
- 3 I was thinking of Thursday morning.
- 4 I thought Ricardo was going to call.

8

In 1964, were we more likely to have exciting predictions of the future than we have today? Ryan Ritchey thinks so and explores the topic in his documentary, *After the Fair*, about the World's Fair in 1964 in New York. This fair was going to enable people to encounter computers and other technological and cultural trends face to face for the first time. It was to have had 70 million visitors but in fact only 51 million made it in the two six-month seasons it was open. It was a vision of the future, so not everything would come to pass that was on show, for example colonies on the moon and cities underwater. On the other hand, many visitors were to have the experience of asking a computer a question and getting an answer, something many of us do regularly now. There were also picture phones that were unlikely to appeal to visitors then because outward appearances were less important then than they are nowadays.

12.3 Half full or half empty?

1

- 1 d 2 e 3 b 4 a 5 c

2

a Generation Z b Generation X c Mature Silents d Generation Y e Baby Boomers

3

- 1 T
- 2 T
- 3 F – Generation X is probably most comfortable with change.
- 4 F – It's the Mature Silents.
- 5 T Baby Boomers are independent / able to find their own ways and Generation X.
- 6 F – The Baby Boomers were the first relatively fit generation but those following have been too.

4

- 1 more, more
- 2 some things, more
- 3 a great deal of, fewer
- 4 less, appreciate
- 5 return to, unlikely

5

- 1 bright side
- 2 hope
- 3 half empty
- 4 tunnel
- 5 bad things
- 6 half full
- 7 dark cloud
- 8 cloud

6

- 1 c 2 e 3 b 4 a 5 f 6 d

7

- 1 sparsely populated 2 strong-willed
- 3 open-minded 4 well-educated
- 5 quick-witted 6 poorly-skilled

8

- 1 d 2 e 3 f 4 b 5 a 6 c

9

- 1 flash of inspiration
- 2 bundle of laughs
- 3 mine of information
- 4 glimmer of hope
- 5 drop of rain
- 6 stroke of luck

12.4 Is Friday good for you?

1

- 1 f 2 d 3 a 4 e 5 b 6 c

2

It's about brainstorming ideas for the company's twenty-five year celebration.

- 1 I want to arrange to meet about
- 2 you could make the meeting
- 4 make something work
- 5 Let's pencil it in
- 6 can confirm with everyone else

3

- 1 I was wondering
- 2 How about
- 3 Would
- 4 That would
- 5 I can manage it
- 6 to be honest
- 7 out for me
- 8 afraid not
- 9 Let's
- 10 Sounds

4

- 1 supposed to
- 2 was meant
- 3 confirmed then
- 4 can reschedule
- 5 any good
- 6 postpone to

5

- 1 e (the kick off email)
- 2 a (mentions Bert and Liz so they haven't replied yet)
- 3 d
- 4 b (must come after d as she is due to be in the meeting that is rescheduled)
- 5 f (mentions the other replies)
- 6 c (confirms the meeting)

6

- 1 a Is Thursday afternoon any good for you?
b Any time after two is fine.
- 2 a Would Friday at nine work for you?

- b I'm supposed to be meeting Jake but I may be able to postpone it.
- 3 a It's not ideal, to be honest, but if we make it ten instead of nine I can manage it.
b Sure, yeah, I'm around.
- 4 a How about Monday morning?
b Monday's out for me but Tuesday would work.

7

- 1 Various suggestions
- 2 One proposal
- 3 was agreed
- 4 was suggested
- 5 Another suggestion
- 6 the objection
- 7 was discussed
- 8 been planned

8

- 1 two hundred: current and retired staff and families, catering staff and customers.
- 2 not agreed on
- 3 open
- 4 open
- 5 budget decided, local catering company to be used – which to be decided
- 6 speeches, announcements and a short film
- 7 open

9

- 2 (Overall theme) The suggestion was a Western theme – inspired by our latest product range.
- 3 (Highlight) Not everyone agreed on fireworks as the highlight.
- 4 (Activity 1) It was agreed a barn dance would match the theme and be fun.
- 5 (Activity 2) The suggestion was a rodeo bull-riding machine (as it's fun to do and watch).

10

- 1 We are pleased to present our ideas for the anniversary event, from our recent meeting.
- 2 For the overall theme the most appropriate suggestion was a Western theme – inspired by our latest product range.
- 3 One proposal for food and drinks was to use a local catering company with vintage BBQ carts, which fits well with this theme.
- 4 After some discussion, it was agreed a barn dance would match the theme and be fun.
- 5 The unusual suggestion for the second activity was a rodeo bull-riding machine that's fun to do and watch.
- 6 In the end not everyone agreed on fireworks as the highlight and it was decided that perhaps the activities are highlights enough.

WRITING 6

1

a, b, c, d

2

1 a 2 c 3 d 4 b

3

1 T 2 T 3 F 4 T 5 T

4

1 c 2 e 3 b 4 a 5 d 6 f

5

- 1 To begin **with**, by visiting a nature park people can experience the natural world first hand.
- 2 It would **therefore be** easier for them to watch programmes on their own television.
- 3 **Besides**, companies are much more likely to listen to the government than their customers.
- 4 It is **a** well-known fact that travelling on the underground is faster than using buses.
- 5 On the other **hand**, a rapid bus system would be much cheaper to develop than a new underground system.
- 6 Instead of **creating** a large area of solar panels, we could put them on individual buildings.

6

- 1 On balance, while both visits to nature parks and programmes about the natural world are important, I am in favour of the latter as the best way to teach people about the environment.
- 2 Bearing all that in mind, I believe that the government should focus on reducing the amount of plastic used in packaging rather than on trying to make us recycle it.
- 3 To sum up, while both types of public transport have their advantages and disadvantages, in my opinion, the benefits of a rapid bus system outweigh those of a new underground system.
- 4 In conclusion, if the advantages of solar power are compared to those of building new wind turbines, the former is clearly more useful to the community.

8 (Example answer)

Volunteering has many possible benefits for companies and their employees, but it is important that any scheme is set up in a way that allows both to make the most of it. In this essay, I will examine two possible structures for a volunteer scheme and say which I believe is the most effective.

The first structure to look at is where each person is given a certain number of hours to volunteer anywhere they would like to. This way they can find a project which appeals to them, increasing the positive feelings they get from it. If they are not forced to work on something which they have no interest in, employees are more likely to want to volunteer their time and will feel more motivated. The downside is that it may prove difficult for employees to choose where they would like to spend their time.

An alternative way of organizing such a scheme would be for each team to choose a project to contribute to. This will have all of

the benefits of an individual scheme, as well as encouraging teamwork and collaboration. The skills each team develops will help the company as well, as they will be able to carry over their increased sense of team spirit to their day-to-day work. Fewer decisions would need to be made as one person can suggest a project and others can join in with it. In conclusion, I believe that team projects are more effective since they promote collaboration within the company in addition to the other benefits of volunteering.