

UNIT 1

1

1 He has focused on creativity within the educational system.

2 It means 'not allowing creativity to be expressed or developed'.

3 Students' own answers, but possibly the inclusion of fewer academic subjects in education and more that are creative, such as art and music.

2

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

3a

What these things have in common, you see, is that kids will take a chance. If they don't know, they'll have a go. Am I right? They're not frightened of being wrong.

3c

1 don't 2 say 3 wrong 4 same 5 creative 6 do 7 not 8 prepared 9 wrong 10 never 11 original

1.1 Do schools kill creativity?

1

1 literacy 2 lesson 3 sent 4 frightened/afraid/scared 5 stigmatize 6 creativity 7 child, English 8 girlfriend, pleased

2

1 S 2 J/A 3 J/A 4 S 5 S 6 S 7 J/A 8 J/A

In 2, the humour is the little girl's response, i.e. that she believes she has really drawn God.

In 3, the joke is a pun on the word frankincense; see the Extra activity on page 13.

In 7, the humour is in imagining Shakespeare as a child – he is such a towering literary figure that the idea of his being at school in an English class is a little ridiculous.

In 8, the unintended juxtaposition of the family moving to Los Angeles just after the son had got together with his girlfriend prompts the

suggestion that she was responsible for the move, which is clearly not the case.

3 Suggested answers

1 They all have the same 'hierarchy of subjects' (mathematics and languages are at the top, then humanities, then the arts).

2 Mathematics and languages are at the top; arts subjects are at the bottom, and within the arts subjects, drama and dance are 'below' art and music.

3 He thinks there's no logic to the hierarchy/order of subjects, e.g. dance being below maths in the hierarchy, and that there's too much focus on the subjects at the 'top'.

4 To produce university professors.

5 They live in their heads. By this, Ken Robinson means that their work is cerebral and academic, rather than physical. He

also says that they live 'slightly to one side' suggesting they favour the side of the brain responsible for maths, logic, etc. rather than that responsible for emotion and creativity.

4

1 industrialism 2 music
3 talented 4 a job
5 inflation

5

1 diverse – c 2 dynamic –
a 3 distinct – b

6

1 *Cats* 2 concentrate
3 ADHD 4 specialist
5 Sat 6 radio 7 dancing
8 think 9 Royal
10 founded
11 multimillionaire
12 calm 13 down

7

1 b 2 a 3 a 4 c 5 c 6 a 7 b
8 a

8

1 We're now running
national education
systems where **mistakes**
are the worst thing you
can *make*.

2 I **believe** this
passionately, that we

don't grow into creativity,
we grow out of it.

3 We moved from
Stratford to Los Angeles.
So you can imagine what
a *seamless transition* this
was.

4 Don't do art, you won't
be an artist. Benign
advice – now, *profoundly*
mistaken.

5 The whole system of
public education around
the world is a *protracted*
process of university
entrance.

6 We need to *radically*
rethink our view of
intelligence.

7 She's been **responsible**
for some of the most
successful musical theatre
productions in history.

8 We have to be careful
now that we **use this gift**
wisely.

9 Possible answers

1 ... been bungee
jumping. / cooked a
lobster. / videoed myself.

2 ... how friendly
everyone is. / the fact that
it's so multicultural. / the
amount of green space
there is in cities.

3 ... being a parent is
easy / a degree entitles
them to a job / money will
make them happy ...

4 Becoming a US citizen /
Having wisdom teeth out
/ Buying a house ...

1.2 What've you been up to?

1 Suggested answers

1 writing a letter to get
something done,
organizing a workspace,
contributing to
advertising materials,
suggesting improvements
to systems

2 playing an instrument,
singing, dancing, creative
writing, sewing/knitting,
woodwork,
drawing/painting,
photography, growing
flowers or vegetables,
cooking

3

1 They feel it's important
(80% say creativity is key
to economic growth and
66% say it's valuable to
society), but that it's not
given enough attention at
work (75% say they are
under pressure at work to
be productive rather than
creative) and school (59%

say the education system stifles creativity).

2 Students' own answers. (Students may be surprised that only 15% of respondents have shared their own photographs, which may be age-related. They may also be surprised that cooking doesn't seem to be considered as creative.)

4

a sentences 3 & 6
b sentences 1 & 2
c sentence 5 d sentence 4
e sentence 2

Answers to Grammar summary exercises

1

1 played 2 listened, was driving 3 has had, bought 4 has lived, has never been 5 gave, was touring 6 has had 7 have enjoyed 8 've been trying

2

1 Have you been waiting 2 I've just been looking 3 Have you seen 4 I've sorted 5 I've been meaning 6 I haven't had 7 I haven't seen 8 I've owned 9 I haven't ridden 10 it has been raining

3

1 ever 2 yet/before 3 this week / for months 4 for months / this week, so far / yet 5 just 6 In the last five years / Lately / So far

4

(Suggested answers)

2 Patients have been waiting up to 14 weeks for a hospital appointment.

3 A man has crossed the Atlantic in a Canadian canoe.

4 Businesses have been told to be more transparent about (their) special offers.

5 Schoolchildren have been targeted by mobile phone thieves.

5

1 In the first option she is still alive / still writing; in the second she is either no longer alive or has retired from writing.

2 In the first option, the person is thanking their host just after the event, possibly on leaving it; in the second the thanks are given some time after the event.

3 In the first option the focus is on the duration or the activity, which is

probably not finished; in the second the focus is on the completion of the activity.

4 In the first option the speaker still has the camera; in the second they no longer have it.

5 In the first option the focus is on the activity; in the second the focus is on what has been achieved.

6 In the first option the conversation is complete; in the second the suggestion is that the conversation will continue at some point.

6

1 Have you ever made 2 made 3 've built 4 haven't done 5 did you have 6 has been going 7 told 8 Have you ever knitted 9 has knitted 10 's been experimenting

7

1 ever 2 for six years 3 so far 4 over the last ten years 5 just 6 yet 7 this week 8 before 9 all my life 10 lately

8

1 ever, so far, before 2 for six years, over the last ten years, yet, all my

life 3 just, this week,
lately

9

1 majority 2 proportion
3 handful 4 fraction
5 negligible 6 small
7 relatively 8 Hardly
9 every 10 in

Answers to Grammar summary exercise

5

1 vast 2 proportion
3 amount 4 few
5 significant 6 hardly
7 fraction 8 deal

10 Suggested answers

The majority of people surveyed feel that creativity is key to economic growth.

A significant proportion say they are under pressure to be productive rather than creative at work.

A tiny fraction have sung solo or in a group.

1.3 How talent thrives

1 Suggested answers

Some reasons for people not realizing their talent

might be: not having the determination to put failures behind them and keep trying; being a fairly introvert character who doesn't like pushing themselves forward; not knowing where to go or who to approach in order to realize their talent; not having any luck (i.e. being in the right place at the right time).

2 Suggested answers

focus, i.e. the ability to concentrate your talents on whatever you're doing at a particular moment

endurance, i.e. being able to focus and work over long periods of time

training, i.e. improving focus and endurance through practice

3

1 b (talent ... the person involved can't control its amount or quality. ... Talent has a mind of its own and wells up when it wants to, and once it dries up, that's it.)

2 b (the next most important quality ... is focus. Without that you can't accomplish anything of value, while, if you can focus effectively, you'll

be able to compensate for an erratic talent or even a shortage of it.)

3 c (... gradually you'll expand the limits of what you're able to do. Almost imperceptibly you'll make the bar rise ... the results will come.)

4 a (... even if he didn't write anything, he made sure he sat down at his desk every single day and concentrated.)

4 Suggested answers

Murakami thinks that talent alone is not enough – we need to focus, work hard and apply discipline in order to be successful.

Another possible answer might be that a creative job is just like any other in requiring hard work and discipline.

5 Suggested answers

1 pre-requisite (line 5) = something that must be in place for something else to happen. In the case of marriage this could be, e.g. respect for each other, similar beliefs and ambitions in life, a sense of humour.

2 well up (line 10) = when an emotion overwhelms us and comes to surface, expressed by tears, anger, etc. When an emotion wells up we might suddenly burst into tears, shout, laugh, etc.

3 erratic (line 22) = not steady, irregular or unpredictable. It probably wouldn't be fun to play tennis with someone whose game was erratic because you wouldn't know what to expect next.

4 hands down (line 28) = fully, completely, without a doubt. If someone won a game or match hands down, it means it was a comprehensive win.

5 imperceptible (line 38) = hardly noticeable. If changes are imperceptible, then it's likely that very little has changed or that the changes are minor.

6 a must (line 39) = an essential ingredient/thing. Patience is a must in jobs that involve working with children or animals, for example.

6

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

7

1 had 2 broke with 3 took up 4 come at 5 come up with

1.4 It's not really my thing.

1 Suggested answers

1 If people feel bored or disengaged, then morale is likely to be low, and that could result in lower productivity and lower profits.

2 Students' own answers (e.g. perks such as a company car or a canteen with reduced prices, ways of relaxing

at work, e.g. yoga or pilates sessions in the lunch break, more involvement with decision making at a relevant level)

3

Who likes the idea?

Speaker A (woman): not sure

Speaker B (man): yes

Who can sing?

Speaker A (woman): yes

Speaker B (man): no

Who wants to participate?

Speaker A (woman): yes

Speaker B (man): yes

4

I'm (really) in favour of / against ... I (do/really) like / love ... It's / That's not (really) my (kind of) thing ... You're a natural. I'm no good at ... / I'm not great at ... I can't ... to save my life.

5a Answers and transcript (with stress underlined)

1 I do love a good musical.

2 The idea quite appeals to me, actually.

3 I really have no talent for playing music.

4 Classical music's not really my thing.

5 I'm quite good at singing, but I'm not keen on performing.

5b

The adverb *quite* can mean different things according to whether it is stressed or not. When it is unstressed, it has the meaning of *fairly/rather*, so *I'm quite good at singing* is a straight assessment with *quite* strengthening good. If however, it is stressed, as in 5 above, it weakens the adjective and means 'not very much'.

6 Suggested answers

Students could suggest sporting activities, which could take place after work with teams from different departments. Another possibility would be exercise such as yoga or pilates, which could take place in meeting rooms at lunchtime. More creative activities could be suggested, such as growing plants (flowers or vegetables) in convenient places in and around the building, with different departments taking responsibility for different areas.

8

The initiatives had the desired results (to make the workplace more stimulating and to hold monthly 'theme days'.)

9

Paragraph 1 outlines the purpose of the report. Paragraphs 2 and 3 summarize the two different theme days that have taken place. Paragraph 4 describes the response to the theme days. Paragraph 5 gives the next step.

10a

- 1 Employees responded extremely positively to both initiatives.
- 2 94% of participants said they appreciated the theme days.
- 3 A group has also been formed to come up with ways we can improve the office space.
- 4 We intend to organize a contest involving various physical activities.

Answers to Grammar summary exercises

6

1 Brazil has given confirmation of its participation in the talks.

2 Not everyone agreed with the report's recommendations / the recommendations in the report.

3 Researchers published their findings after careful analysis of the data.

4 There is opposition from environmentalists to the expansion of the UK's airport capacity.

5 There has been a demand from businesses for the reduction of

corporation tax / that there should be a reduction in corporation tax.

6 We have made a commitment to the improvement of working conditions in our factories.

7

1 ~~have had~~ ' had 2 ~~been owing~~ ' owed 3 ~~has it taken~~ ' did it take 4 ~~since~~ ' for 5 ~~quantity~~ ' number 6 ~~little~~ ' few

10b

1 It was an/our attempt to encourage more collaboration. / It was an/our attempt at encouraging more collaboration.)

2 There has been a significant increase in participation rates.

3 There was (some) resistance to the idea at first.

4 We have no intention of repeating this exercise.

5 A decision was taken to test the idea on a small section of employees.

6 It was interesting to see the employees' reaction to the initiative.

UNIT 2

1

1 She has won two ARIA Awards; her 2010 album went platinum.

2 A stutter (or stammer – they are the same) is when you hesitate and repeat sounds or syllables when you are speaking, either due to a speech problem, or when you are nervous. Sufferers can feel very self-confident about a stutter and avoid situations where they have to speak in front of unfamiliar people. It can be very limiting.

3 Students' own answers

2

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

Suggested answers

1 Other speech impediments are: a lisp, in which sufferers find it difficult to pronounce sibilants such as /s/ and /z/, so that they may say *What'th that?* rather than *What's that?*; other phoneme disorders, for example saying /w/ instead of /r/ (e.g. *lowy* rather than *lorry*) and apraxia, where sufferers get syllables/letters the wrong way round and

say, e.g. *motato* instead of *tomato*, or *mimum* rather than *minimum*.

3b

1 nose 2 dream 3 space

2.1 Why I live in mortal dread of public speaking

2

1 She doesn't think it's that serious. She says it's not the worst thing in the world – that other people have far worse things to deal with.

2 She's fearful of public speaking. She's not fearful of public singing.

3 She hoped that she wouldn't have a stutter. She thought she would have overcome all obstacles by the time she was grown up: learn to speak French, be able to manage her money, not have a stutter, be able to speak in public.

4 She has decided to talk about her stutter/speech impediment in public.

3

1 making fun of him
2 drunk 3 proper nouns
4 thinking of a synonym or paraphrase 5 the 't'

4

1 smooth 2 singsong
3 medication 4 TV
5 cheating 6 nice
7 understood 8 fluent

5

1 space 2 beauty 3 grace
4 ace 5 tell 6 go 7 pace
8 pretty 9 ugly 10 shame

6

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

7 Answers and transcript

1 ... but for me, language and music are *inextricably linked* through this one thing.

2 I've spent my life up unto this point and including this point, living in **mortal dread** of public speaking.

3 Public singing, *whole different* thing.

4 So I can talk about it now because I've *reached this point*, where – I mean, I'm 28.

5 I can change the word to 'tomorrow', or 'the day after Tuesday', or something else. It's clunky, but you can *get away with it*.

6 But as an artist who feels that their work is **based solely on** a platform of honesty and being real ...

7 Which is why before I sing, I wanted to tell you *what* singing **means** to me.

8 Singing for me is *sweet relief*. It is the only time when I feel fluent.

8 Possible answers

1 ... everyone around them is panicking. / everything is going wrong. / there's a serious problem.

2 ... feeling fluent / being successful / being a good communicator ...

3 ... pretending to be someone you're not. / inadequate preparation. / mumbling.

4 ... the silence at home / listening to music / being alone ...

9 Suggested answer

Megan Washington comes across as a very natural, warm person. She is totally open about her speech impediment, making her vulnerable, and this tends to win people over. She is quite

humble about her achievements and maintains humour throughout the talk.

13

Megan included a story in this clip (about meeting a fellow stutterer), which made the talk personal.

Her words seem to convey her personality.

She is clearly passionate about the topic.

We don't know whether she uses language that she would normally use, but she seems comfortable when speaking, so we can assume so.

Similarly, we can assume that she's wearing something she feels comfortable in as there are no indications of physical discomfort.

2.2 Optimist or pessimist?

1 Suggested answers

Students are likely to go for c, but possible reasons for choosing a or b are:

a People (in developed countries) have a better standard of living than fifty years ago with more

choice; there have been a lot of technological advances meaning that communication is easier, as well as entertainment; there have been few wars in developed countries in the last fifty years.

b People feel more isolated now than fifty years ago, partly because of mobility and families living a long way apart, partly because of divorce and families being separated, and partly because technology means that people tend to communicate virtually; it isn't as easy to find work as it was fifty years ago; crime (or the fear of crime) and terrorism is more widespread.

2

1 Overall, the infographic suggests that people are pessimistic about having a better standard of living than their parents, as 50% or more of the population believes this in only four of the 20 countries.

2 China, Brazil, India, Turkey are more optimistic. Belgium, France, Spain, the USA, Canada are less optimistic. The more optimistic countries are in

developing or emerging economies. The less optimistic countries appear to be already developed countries in the west.

3 The younger generation are generally less optimistic than the overall population.

4 Students may suggest the following: the economy has grown enormously in the last 20 years, people are getting richer, standards of living are rising, people have more freedom nowadays and are more able to connect with the outside world.

3

1 snapshot 2 newly, post 3 service 4 creative, life

4

1 a sentence 3 b sentence 2 c sentence 8

d sentence 7 e sentence 4 f sentence 5

2 sentences 1 and 6 (sentence 1 *are going to get* suggests that the prediction is based on present evidence, sentence 6 *will use* is a more general prediction without evidence)

Answers to Grammar summary exercise

1

1 1 'll have 2 'll have

2 1 are you leaving 2 're flying 3 is meeting / is going to meet

3 1 is going to fall 2 'll put

4 1 starts / is starting 2 aren't arriving / don't

arrive / won't arrive 3 are you going to get / are you getting 4 'll probably be / 'm probably going to be

5 1 will benefit / are going to benefit 2 will help / is going to help

2

1 ~~Will we get~~ ' Shall we get 2 correct 3 ~~is to start~~ ' starts 4 ~~are to be~~ ' will be / are going to be 5 correct 6 ~~will have had~~ ' have had 7 ~~can be~~ ' may/might be 8 correct

3

1 will have gone 2 will have been working 3 will just be waking up 4 will have forgotten 5 I'll be seeing 6 will be wondering

5

1 will happen / is going to happen (both forms are possible as there's no actual prediction, just the idea that prediction is impossible); may/might/could, may/might/could (no difference in meaning here) 2 'll still be living 3 're going to move 4 will have saved 5 will never be / are never going to be (the choice here depends on how strong the speaker feels the current evidence is) 6 won't be earning / won't have earned

(the choice depends on whether the speaker sees the action as continuing at a particular point in the future, or as having finished); 'll be 7 'll have paid 8 'm doing

6

1 F (This is the 'timetable' future, though, and could be considered as a general present, i.e. the train leaves at this time every day.)

2 P (The action is happening now.)

3 P (This refers to present time and expresses an expectation that the action is happening now.)

4 F (Prediction)

5 P (This is expectation that the action is happening now; the speaker doesn't know for certain or he would use is waiting.)

6 F (Arrangement in future time)

7 G (It refers to something that happens habitually in present time.)

8 G (General truth/habit)

9 F (The condition of getting a good price is that we book soon.)

7 Suggested answers

1 One day I'm going to travel around South America / own my own house / play in a band.

2 Next weekend / month / year, I'm meeting an old friend / travelling to London / starting an accountancy course.

3 I expect I'll go to university / have children / retire quite early; ... I'll be living in the country when I'm older / working for the same company next year.

4 Right now my wife/husband will be

coming to pick me up / friends will be travelling to the rugby match without me.

5 In two months I'll be a qualified dentist / 'll be living in a flat with my best friend / 'll be competing in the local tennis tournament.

8

1 The speaker thinks this will probably happen, but is not 100% certain.

2 The speaker is 99% certain this will happen.

So he is very certain about 2, but less certain about 1.7

Answers to Grammar summary exercise

4

1 He's bound to face some tough questions from reporters.

2 The government may well lose the vote.

3 I think they're unlikely to have sold out of tickets yet.

4 I think she's likely to be given a warm reception when she arrives.

5 They're on the verge of signing a new five-year contract.

6 The 50-storey building is about to be demolished.

9

A 1 B 3, 6, 8 C 4 D 2, 5, 7

2.3 Expanding your horizons

1 Suggested answers

1 a situation or place that you feel comfortable or relaxed in

2 This might depend on how far out of the comfort zone you are! You are likely to feel embarrassed, nervous or anxious, and, in extreme circumstances, even frightened. These feelings are likely to have physical effects too, from feeling restless and having slightly sweaty palms to feeling your heart racing, breaking out in a sweat and even shaking.

3 Students' own answers

2

Sentences 1 and 2 reflect the points of view in the first paragraph.

3

1 an unpleasant
2 liberation 3 frightening
situations 4 less afraid in
other situations 5 build
understanding within
communities 6 break out
of their own small worlds

4 *Suggested answers*

1 overwhelming
consensus = almost total
agreement amongst all the
parties involved in a
decision; roughly 90% or
more would have to be in
agreement

2 drift = general
meaning/direction; they
would be asking if you
understand their point

3 'which' refers to
'challenging situations'

4 overcome = beat, get on
top of, e.g. problems,
anxiety, urges, resistance,
an addiction

5 adrenaline junkie =
someone who seeks
excitement from
dangerous situations, e.g.
bungee jumping, base
jumping, motor racing,
extreme mountain biking

6 mundane = everyday

7 inmate = prisoners (in
this context)

8 insulated = treated to
avoid heat escaping; the
measure could include
double glazing, cavity
wall insulation, loft
insulation, draught
proofing

6

1 get 2 dashed 3 pinned
4 give 5 sky 6 feet
7 nerves 8 plucked 9
butterflies 10 dark

7 *Suggested answers*

1 become hopeful about
something 2 have your
hope removed 3 focus
hopes on one thing 4 stop
hoping for something
5 there is no limit 6 lose
courage 7 extremely
anxious about something
8 try to overcome fears
and act 9 feel very
nervous 10 an action with
no idea of the
consequences

2.4 Worst-case scenario

1 *Suggested answers*

1 A worst-case scenario is
the worst thing that can
happen in a particular
situation. (In the dentist
example above, a
probable-case scenario
would be that a filling is
needed; a best-case

scenario would be that the
toothache is just
sensitivity and can be
remedied by changing
your toothpaste.)

2 Scenario planning
means being prepared for
all possible situations and
outcomes. It is used in all
situations, e.g. by
travellers and travel
companies, in business, in
medical situations such as
the operating theatre.

2

allow plenty of time

carry a map (You could
also carry a first aid kit,
particularly if you travel
by car.)

confirm your booking

get jabs (jabs is quite
colloquial, though very
common; vaccinations is
the neutral term)

hang on to receipts (hang
on to is quite colloquial;
keep is the neutral term)

pack a first aid kit

read up on local
laws/customs

take out insurance

wear a money belt

3

Scenario 1

1 Natural disaster – being stranded by bad weather

2 Be aware of weather conditions – check the weather reports before you travel. Check that your flight operator or travel insurance company covers you. Avoid using low-cost operators.

3 Sit tight and wait for the weather to pass. Try to find someone else in the same situation. Find an executive airport lounge and pay the fee to use it.

Scenario 2

1 Leaving valuables in a local taxi

2 Take your time when getting out of a taxi and check you have everything before you get out. Use official taxis. Take the taxi company's business card so you have their number. Label your belongings. Tip your driver well.

3 Call the company immediately.

4

Be aware that ... / Be aware of ...

For your own peace of mind, ...

...-ing ... is also advisable / a good idea.
Opt for ... / Choose ... over ...

Avoid ...-ing

I'd (strongly) advise against ... -ing

The best thing is to ...

Consider ...-ing

The chances are that ...

It may be helpful if/when ...-ing

That way, you'll / you won't ...

That will ensure that ...

8

The writer found a flight going from an airport that wasn't affected by the snow, and the hotel organized a taxi to take him there, shared with two other people. He followed the advice of finding other people in the same situation.

9

Obviously (paragraph 2, line 3), Luckily (paragraph 2, line 9), amazingly (paragraph 2, line 11), Better still (paragraph 3, line 4)

10a

I was supposed to be back in London for my sister's wedding the following day.

I thought it **would be** more relaxing to stick to my original schedule.

... no flights **would be taking off** until the following morning ...

... how **I was going to get back** in time for the wedding

.... a taxi that **could take** me to Ostrava.

... a taxi **would be** coming in half an hour.

Not only **was I going to get home** in time, ...

... but **I would have** company on the journey too.

Answers to Grammar summary exercises

5

1 was going to stay

2 were going to arrive / were supposed to arrive

3 were going to get married / were supposed to get married

4 was to make / was going to make

5 wouldn't last / wasn't going to last

6 was going to report

6

1 call ' 'll call 2 'm
talking ' 'll talk 3 'll be
staying ' stay 4 they're
getting ' they'll be
getting 5 that they will
notice ' to notice 6 're
going to perform ' were
going to perform

10b

1 was going to come
2 was supposed to take
off 3 would be / was
going to be 4 would be
waiting 5 was supposed to
be

10c

1 the following day
2 on the Thursday
3 the morning after
4 that evening

REVIEW 1

1

1 Pixar is owned by
Disney, but is still an
independent
'entity', i.e. it retains
control over its creativity.

2 Having a community of
'good people' who trust

and get on with each
other.

3 It ensures that the
company's financial
recovery is possible if a
particular project should
fail.

4 It has large communal
spaces where people can
exchange ideas.

5 It means that you
become inward-looking –
just looking at what you
do as a company (and
possibly always doing
things the same way),
rather than looking at how
things work outside, and
how you can bring ideas
from the outside into your
company.

2

on the back of = i)
following on from

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

3

1 take a back seat 2 's laid
back 3 got their own back
4 turn back the clock
5 gone back on their
word, turned their back
on them 6 go back to the
drawing board 7 went
behind my back

4

1 has been 2 over 3 in
4 proportion 5 were 6 to
date 7 used 8 was being
9 few 10 vast

5

1 likelihood 2 bound 3 is
to 4 will be producing
5 may well 6 is going to
produce 7 will 8 about to

6

A 1 up 2 angle 3 with
4 the sky's 5 dark
B 1 pinned 2 devoted
3 dashed 4 up 5 flash

10 Suggested answers

¹ ~~The last summer~~ Last
summer we booked a
two-week holiday in
Greece through a travel
agent. ² ~~In the first place~~
Initially, we were going
to book our flights and
hotel directly, ³ ~~like as~~ we
usually do, ⁴ but my
husband thought using a
package holiday operator
would be easier and ⁵
~~with the addition~~ also / in
addition cheaper. How
wrong he was! ⁶ ~~Even~~
Even though / Although
the flight itself wasn't
luxurious, ⁷ (nevertheless)
it was reasonably
comfortable and, ⁸ ~~with~~
good luck

fortunately/luckily, it arrived on time.⁹ However, ~~from this moment~~ from that moment/point, things went downhill.¹⁰ ~~Once~~ When the plane arrived at two in the morning, there was no bus waiting to transfer us. It had broken down and we had to wait two hours for a relief bus.¹¹ When it finally / eventually arrived¹² ~~at the end~~, I refused to get on it,¹³ ~~because of~~ because it looked so ancient and unsafe.¹⁴ Instead, we waited until the car hire firm opened at 8.00 a.m. and¹⁵ ~~after~~ then we booked our own transport.

UNIT 3

1

1 He is the chair of the Sound Agency, an author and blogger. He has worked in various businesses and set up his own publishing group. He understands business and, in particular, marketing. He was also a drummer, which adds to his understanding of sound.

2 It means anything to do with hearing.

3 Students' own answers, but for a) sound could affect productivity negatively, although some sounds, such as music, might lift the workers' mood. For b) how noisy a shop is, both in terms of music and other sounds might affect how long people stay there and whether or not they purchase anything.

2

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

3c

1 He's going to 'transform' the audience's relationship with sound.

2 Most of the sounds are accidental and unpleasant.

3.1 The 4 ways sound affects us

1

Sounds: traffic noise, alarm clock, surf / ocean waves, classical music, birdsong, office noise, techno music, jackhammer, guitar chord / Beatles song, introductory chords from the film *Jaws*, Intel ad jingle, Nokia ringtone

a music, surf / ocean waves, birdsong

b traffic noise, alarm clock, jackhammer, office noise

c classical music, techno music, Beatles song, *Jaws* theme

2

1 surf / ocean waves

2 Psychologically

3 affects our emotional state 4 birdsong 5 small amount of 'bandwidth' for processing auditory input 6 office noise 7 techno music 8 jackhammer/drill

3

1 inappropriate, hostile 2 dramatic 3 dreadful 4 powerful, fast

4

1 guidelines 2 the power of sound to be instantly associated with a brand / an effective sound 3 the company's visual communication 4 appropriate, valuable 5 because sound is complex and there are many opposing/different influences 6 It's good for health and productivity.

5

1 c 2 a 3 c 4 b 5 c 6 c 7 a
8 a

6 *Answers and transcript*

1 Well, this habit of suppressing sound has meant that our relationship with sound has become largely unconscious.

2 There is a deep resonance with being at rest. We also associate it with being stress-free and on holiday.

3 This is guaranteed to make most of you feel pretty sad if I leave it on.

4 For people who can't get away from noise like that, it's extremely damaging for their health.

5 Or start at the bottom, and say what outcomes do we want, and then design a soundscape to have a desired effect.

6 1.8 billion times a day, that tune is played. And it cost Nokia absolutely nothing.

7 Just leave you with four golden rules, for those of you who run businesses, for commercial sound.

8 I recommend at least five minutes a day, but there is no maximum dose.

7 *Possible answers*

1 Students' own answers

2 ... a jackhammer started up outside the theatre. / the leading actor forgot his lines. / the realistic war scene came on.

3 ... the general election. / the interview I did yesterday. / the national lottery.

4 ... improve the company's image. / increase sales. / make people laugh.

9

1 Julian Treasure achieved his aim of making Stefan more aware of sound, but Julia was already very aware of the impact of sound in her working life. Stefan felt that there wasn't enough advice on how to control sound in everyday life.

2 Students' own answers, but they may mention the use of headphones in a noisy office, as Julian Treasure advised; they could mention turning off the TV when they aren't actually watching it, or

perhaps turning off the sound on tablets and other mobile devices when it isn't actually needed.

12

Julian Treasure had a very strong beginning as he illustrated with traffic noise how difficult it is to hear over unwanted sound.

He created a need to listen by saying that sound affects us all and that he was going to raise our consciousness of the four ways in which it affects us.

In the first clip, he signposts the route by mentioning the four ways in which sound affects us.

He ended with a summary and the important message that we can control how sound affects us and improve our health and productivity. He also left with the audience with a recommendation (to listen to birdsong every day).

3.2 Judging by appearances

2

According to the infographic, what we look like and how we speak is

more important than what we say; making eye contact and listening to the other person are also important.

Other points that students might add are smiling, agreeing and whether the person seems interested in us.

3

a depend, mean, own (but you can talk about someone 'owning up' to something, or 'owning an idea'), be, seem, need

b *think*: in the simple form this refers to general opinion and is similar to believe; in the continuous it suggests a process/action happening at the moment, and is similar to consider; mean: in the simple form this means signify; in the continuous it conveys intention (over a period of time).

c The simple form (are) would express a general truth, in this case a quality of the person; in the continuous (are being) it expresses an action or behaviour at a particular point in time.

d annoyance/irritation, e.g. with a habit

Answers to Grammar summary exercises

1

1 1 deserves 2 did you have 3 contained 4 promise

2 1 didn't want 2 don't think 3 was being 4 didn't feel / wasn't feeling

3 1 Are you enjoying / Have you been enjoying 2 'm learning / 've learned / 've been learning 3 involves 4 Do you mind 5 mean 6 depends

4 1 was having 2 see 3 thought 4 was just calling

5 discussed / were discussing

2

1 ~~'m loving~~* 2 (both possible) 3 ~~He's owning~~ 4 (both possible) 5 ~~isn't really mattering~~ 6 ~~isn't surprising~~

7 ~~weren't believing~~

8 (both possible) 9 ~~is deserving~~

*'I'm loving' is used in a very informal manner, particularly by younger people.

3

1 1 'm tasting 2 tastes

2 1 looked / were looking

2 felt / was feeling

3 seemed

3 1 sounds 2 seems

4

1 a Are you (permanent quality, i.e. a judgemental person) / Are you being (a temporary state at the time in question) b I don't think c all do d like

2 a wondered (indefinite time in the past) / been wondering (over a period of time in the past to present) b appears c means d are

3 a were already making b wanted c I don't own d I suppose

4 a always come (statement of fact – regular activity) / are always coming (habit which can be annoying) b have c live (focus on general fact) / are living (focus on temporary nature of age) d is becoming

5

1 sounds (seems is also possible) 2 looks/seems 3 seemed/sounded 4 feel / 'm feeling 5 'm just tasting

6

1 e: What strikes you is her incredible energy.

2 c: It is her incredible energy that strikes you.

3 b: Her incredible energy is particularly striking.

4 f: Her incredible energy really does strike you.

5 a: Her incredible energy is what strikes you.

6 d: The thing that strikes you is her incredible energy.

Answers to Grammar summary exercise

4

1 What I find really difficult is the relationship between spelling and pronunciation in English. / The relationship between spelling and pronunciation in English is what I find really difficult.

2 Planning the details of your trip in advance does have its advantages, but it also has some drawbacks. / Planning the details of your trip in advance has its advantages, but it does also have some drawbacks.

3 The thing I liked about the documentary was that it left you to make up your mind about the rights and wrongs of the situation.

4 It wasn't her answer that surprised me, but her violent reaction. / It was her violent reaction that surprised me, not her answer.

5 Wherever you go in New Orleans, it's the quality of live music that is impressive.

6 It is people with that kind of selfless attitude and determination who can change the world.

7

1 The thing (that) I like is the way he always tries to include everyone.

2 What she did was (to) make a big impression on everyone at the meeting. / She did make a big

impression on everyone at the meeting.

3 What is amazing is (the fact) that he can switch so easily from one language to another.

4 It's the blueness of his eyes that is very striking.

5 Her manner is particularly abrupt, but actually she's very nice. / Her manner, particularly, is very abrupt, but actually she's very nice.

6 It's people like that who annoy me.

3.3 Lights, music, action

1 Suggested answers

1 In shops: special displays, special offers (buy one get one free), position on the shelves. Online: eye-catching advertisements, videos (with music)

2 It means using sales methods which appeal to all your senses (e.g. smell, touch, hearing, taste) – not just using the traditional visual stimuli.

2

1 They don't use multi-sensory experiences despite statistics that

attest to their effectiveness.

2 They are underestimating the value that high street shops can bring (in favour of online sales). They treat them much the same as the online shopping experience.

3 They think the online sales channel is the best route as it is cheaper to administer and deliver.

3

1 Because there is plenty of persuasive research into its (positive) influence on customer behaviour. (lines 10–13)

2 How long customers stay in the shop, what their feelings are while they are there, and how much they spend. (lines 30–33)

3 ‘bricks and mortar’ side of their business (lines 43–44)

4 because it’s cheaper than shops (which have ‘high attendant costs’) (lines 45–50)

5 bringing multi-sensory experience into consumers’ homes (lines 59–61)

4

1 missing an important trick (line 8) 2 a paper (line 14) 3 heightened (line 28) 4 crucially (line 31) 5 hit the mark (line 40) 6 holy grail (line 51)

5

Students might suggest the following reasons for the effects:

Slow music can be relaxing, and people who are relaxed might eat and drink more.

Comfortable chairs can make people feel sleepy and therefore less sharp, which could affect negotiating skills.

Eating in the dark could heighten the senses of smell and taste, but also it could be seen as more romantic (and less likely that other people will see who you’re with!).

Pleasant fragrances might suggest that the shop spares no expense to make its customers’ experiences pleasant and therefore encourage the shoppers to spend there.

Dim lighting might have the feeling of a night club for younger people and be more inviting for them,

increasing the number who come to the shop.

6

disconcerting – unsettling
distracting – off-putting
energizing – stimulating
infuriating – maddening
irresistible – compelling
reassuring – comforting
rousing – stirring
soothing – relaxing
tempting – enticing

7

1 stirring, rousing
2 tempting, enticing, irresistible
3 distracting, off-putting, infuriating, maddening, disconcerting, unsettling
4 comforting, soothing, relaxing 5 infuriating, maddening, unsettling, disconcerting
6 distracting, infuriating, maddening, compelling
7 energizing, stimulating
8 soothing, comforting

3.4 Contrary to popular belief

1 Suggested answers

Benefits: Possibilities are that they are cheaper for the company, allowing more people in a space than would be the case with closed offices; they

would allow the staff to be observed; they would allow easy communication. For the employee, they would allow easy communication and the possibility to chat with co-workers when they wish.

Drawbacks: Possibilities might be the noise, the lack of privacy for phone calls and meetings, little possibility of personalizing one's space.

2

Benefits to the company and employee mentioned in the text: efficient use of space, improved communication and flow of ideas. It also mentions better worker interaction and productivity but says that these are largely symbolic, i.e. open-plan offices are actually more detrimental than beneficial.

Drawbacks mentioned in the text: low attention span, low creativity, low motivation, high levels of stress, increased risk of the spread of germs, high noise levels.

3

The first speaker doesn't agree with the article. She gives the following examples: a friend who listens to background office noise while she's working; neighbours who turn on the vacuum cleaner to help their baby get to sleep at night.

4

1 peace and quiet

2 They're so used to background music and YouTube videos.

3 She finds it difficult to work with no background noise around her.

4 It is generally believed that surrounding noise in open-plan offices is too invasive, so open-plan offices don't work.

5 They say it's the only thing that works.

5

You would think / imagine that ... The popular belief (now) is that ... Apparently, in point of fact ... But that's (simply) not the case ...

6a

1 It seems cheap, but in fact it isn't.

2 You'd think it would be easy, but in reality it's quite difficult.

3 They say sugar is bad for you, but actually you need sugar.

4 On the face of it he seemed calm, but I don't think he was.

7 Suggested answers

Students could use examples such as the following to support the information:

Student A: A lot of people find they are more productive when working to tight deadlines – having the stress of the deadline pushes them to work more efficiently rather than becoming distracted by emails, surfing the Internet, etc. which may be the case when they are not under pressure. Similarly, sportspeople often perform better if they have someone in their team who is performing better than them. The stress of not wanting to seem worse than the other

player pushes them to greater efforts.

Student B: Listening to sad songs can actually make us appreciate that our situation isn't so bad; also, music can help clear our minds of what is bothering us, allowing our imagination to take over and to become more creative.

8

1 The writer isn't convinced about the benefits of

open-plan offices. He/She states that a small-scale experiment should be introduced first, and introduced for management as well as staff.

2 Students should underline: *Personally, however, I am far from convinced that its benefits outweigh these savings. / I suspect that the same results could be attained just as easily by providing a few extra communal spaces ... / I would prefer it if the company first experimented with some smaller-scale measures ... / I imagine it would be very damaging for morale ...* These are subjective because of the use of an

adverb expressing opinion (*personally*) the presence of the pronoun *I* and the use of verbs expressing beliefs or opinions, i.e. *suspect, prefer, imagine*.

Students should circle: Studies show that, as far as social relations are concerned, open environments are a positive thing inasmuch as they facilitate more interaction between people. This is objective because it is introduced by the reference to studies.

9a

Personally, ...

as far as social relations are concerned ...

from the point of view of good labour relations ...

Answers to Grammar summary exercises

5

1 Personally (adverb)

2 Practically (adverb)

3 Health (noun)

4 political (adjective)

5 Financially (adverb)

6 smokers (noun)

Note that other answers are possible, but they should be the part of speech given.

6

1 ~~is belonging~~ ' belongs

2 ~~am promising~~ ' promise

3 ~~is just~~ ' is just being

4 ~~wasn't feeling~~ ' didn't feel

5 ~~what~~ ' that

6 ~~economically~~ ' economic

9b

1 From a health perspective, putting a lot of people in close proximity with each other is risky.

2 In terms of individual productivity, people who work in offices only do 4–5 hours of efficient work per day, anyway.

3 Practically speaking, you can't beat an open-plan office for space efficiency.

4 Psychologically (speaking) / From a psychological point of view, seeing everyone around you working hard can boost your motivation.

5 Statistically speaking, there are distinct advantages to working in a quiet concentrated manner.

UNIT 4

1

1 She is a professor and researcher in social psychology, studying nonverbal behaviour in particular and how it affects people in different situations. This has relevance to future business people as nonverbal behaviour affects your performance in business as well as social situations – how customers and partners perceive you, how you get your message across, how well you can manage a team, etc.

2 The main aspects of nonverbal behaviour are body language, i.e. eye contact, facial expressions (e.g. smiling), posture and gesture, and also tone and pitch of the voice. It is commonly said that 55% of communication is body language and 38% tone of voice, leaving only 7% for actual verbal content.

3 Students' own answers

2

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

3a

1 sounds like: So_w_I wanna starp by

2 sounds like: wanna assyou to ri_now
3 sounds like: sorda makin

3b Answers and transcript

4 So I want you to pay attention to what you're doing right now. (I wanyou to pay attention to wap you're doin ri now)

5 We're going to come back to that in a few minutes.
(We're gonna come back to tha in a few minutes)

4.1 Your body language shapes who you are

1

1 She asks her audience to 'do an audit of their body', i.e. to pay attention to what they're doing with their body (making themselves smaller, hunching, etc.). She does this to make the audience aware of their own body language.

2 President Obama shook hands with the police officer, but then the (British) Prime Minister didn't shake hands with him. It gave the impression that the Prime

Minister was unfriendly / not willing to shake hands with the police officer.

3 We consider how other people's body language influences us and how our body language influences them. We forget to think about how our own body language influences ourselves.

4 She was teaching in a competitive business school.

2

1 They make themselves big, stretch out, take up space, opening up, make a star shape.

2 Raising both hands up in the air in a V-shape and the chin is slightly lifted.

3 We close up, make ourselves small.

4 We complement the other person's nonverbal, i.e. do the opposite, so if one person is demonstrating power, the other makes themselves smaller.

5 Confident students take up space when they sit down, leaning back, and when they raise their hands, they put them high in the air. They also participate more. Less

confident students sit hunched over the desk and when they raise their hands, it is a slight movement from the elbow only. They don't participate much.

3

1 Women, participation
2 fake, make 3 smile,
happy 4 bodies, hormones

4

1 two 2 saliva/spit
3 gamble 4 86
5 60 6 20 7 increase
8 stress/stressed

5

1 before 2 neutral 3 didn't
know 4 high power
5 frauds

6

1 She was in a really bad
car accident. She was told
that her IQ had dropped,
and that she had been
withdrawn from college.
She felt powerless.

2 She worked really hard
and she eventually
graduated from college.

3 You're not quitting;
you're going to fake it.
Yes, it worked.

4 She realized that she
didn't feel like she wasn't
supposed to be there any
more and that her student
was supposed to be there.

5 'Fake it till you become
it.'

7

1 c 2 b 3 c 4 b 5 a 6 a 7 b
8 c

8

1 And we make *sweeping
judgements* and
inferences from body
language.

2 And those judgements
can predict really
meaningful life outcomes
like who we hire or
promote, who we *ask out*
on a date.

3 So when they *cross the
finish line* and they've
won, it doesn't matter if
they've never seen
anyone do it.

4 You have other people
who are *virtually
collapsing* when they
come in.

5 We then ask them,
'How powerful do you
feel?' on a series of items,
and then we *give them an
opportunity* to gamble,
...

6 They have no idea
who's been posing in
what pose, and they *end
up* looking at these sets of
tapes, ...

7 So I really struggled
with this, and I have to
say, having your identity
taken from you, your *core
identity* ...

8 ... she came in *totally
defeated*, and she said,
'I'm not supposed to be
here.'

9 Possible answers

1 ... your point. /
argument. / main ideas. /
message.

2 ... think about me. / do
in their spare time. / say.

3 ... review my own body
language. / reconsider my
past failed interviews.

4 ... your posture, you
can improve a lot of back
problems. / your daily
schedule, you can often
get a lot more done.

10

1 The oversimplification
is that body language is
also important in that it
can influence how we feel
about ourselves.

2 The oversimplification
is that power posing and

faking confidence can actually make us feel more confident permanently, as well as temporarily.

11 Suggested answer

Perhaps Ella has oversimplified a little: Amy Cuddy says people assume high-power positions to make themselves feel more confident, not to show their own power.

William has made an analogy which is very close to Amy Cuddy's idea. In the same way a method actor wants to 'become' the character they are portraying, Amy Cuddy wants people to 'become it' rather than just fake it temporarily.

12 Suggested answer

In her final section, Amy Cuddy took us on a journey of her own experiences, from her accident aged 19 through to the end, where she talked about a student who was in a similar position to herself after her accident. The journey through the whole talk is somewhat different in that she takes the audience on a journey of discovery of their own body language

through examples of the effect of body language and a practical anecdote of how important it is.

13

Students' own answers, but one alternative might be to elicit from the audience what they are expecting to hear at the beginning of the talk and structure accordingly – this would take a lot of confidence on the part of the speaker though. Point out that different speakers are likely to structure talks differently according to their personality and the content of the talk.

14

She brings the story full circle, i.e. she brings the story round to a story about her student, who was in the same situation as Cuddy was at the beginning of the clip.

4.2 How we communicate

1 Suggested answers

1 2,500 years ago: by messenger (e.g. on foot or horseback), papyrus script, smoke signals, cave paintings 250 years ago: letters (post), by

messenger (e.g. on foot/horseback, messages by boat)

2 Communication would have been slower with more opportunity for messages to get lost or changed. Human interactions would also have been more limited as it was more difficult to travel and took longer. However, it could be argued that people took more time over the interactions they did have and so their interactions were deeper and more meaningful.

2

1 The speaker mentions: cave paintings (drawings), pictograms, writing on papyrus, carrier pigeons, the first postal service, (invention of) the printing press.

2 cave paintings: indicated growing human intelligence

pictograms: an important step towards the development of an alphabet

carrier pigeons: messages could be sent more quickly

first postal service: could cover greater distances

invention of the printing press: more people had access to books and ideas

4

a 3 and 4 b 1 c 2 d 5 and 6, would e 7

Answers to Grammar summary exercises

1

Conversation 1: 1 were you talking 2 was telling 3 went 4 stopped 5 did he think 6 hadn't appreciated 7 met 8 had been going

Conversation 2: 1 went 2 had fallen 3 didn't you leave 4 was supposed 5 didn't get 6 had finished 7 was

Conversation 3: 1 was getting 2 got 3 had overturned 4 had stopped 5 were trying

2

1 loved 2 used to say / would say 3 had been studying 4 used to go / went 5 lived 6 would often help 7 had finished 8 would take 9 could see / were able to see 10 built / had built 11 would happily play / used to

play happily 12 managed to catch

3

1 couldn't have gone to the festival 2 shouldn't have left her bags unattended 3 had to take a taxi 4 could have been mistaken 5 must have been recruited by the secret service 6 might have thrown a stone at

5

1 came 2 was working 3 had been using 4 was 5 didn't seem 6 leased / used to lease / would lease 7 changed 8 were making and receiving

7

1 after the subject and verb, i.e. *The telephone exchange's impact was so strong that ...* The adjective phrase *so strong* has been placed at the beginning of the sentence to give more emphasis.

2 The adjective phrase would normally come after the subject and verb.

Answers to Grammar summary exercises

4

1 Not only was the food cold, but it was also burnt.

2 Such was the force of the blast that the windows in buildings three streets away were shattered.

3 Only by speaking to himself as he walked did he manage to stay awake.

4 Hardly had he opened his mouth to speak when she interrupted.

5 No sooner had she finished speaking than the room erupted into loud applause.

6 Only when he had opened the parcel did he realize his mistake.

7 So poisonous was the snake's venom that just a small bite could have been fatal.

8 Only in moments of deep frustration had he ever thought of giving up.

5

1 ~~owning~~ ' own 2 ~~had played~~ ' had been playing 3 ~~should take~~ ' should have taken 4 ~~could get~~ ' were able to get /

managed to get /
succeeded in getting

5 ~~they stole~~ ' did they
steal 6 ~~we were able~~ '
were we able

8

1 d 2 e 3 a 4 b 5 c

9

1 a & e 2 an adjective,
e.g. *so*
great/huge/powerful was
the impact ... (such +
noun, so + adjective)

10 Suggested answers

1 ... increase our access
to information, it also
changed the way we
work. / allowed for faster
communication. / it also
brought the world into our
homes.

2 ... were people able to
watch films in their own
home. / did people really
see what was happening
around the world.

3 ... were people able to
make calls for free. /
communicate easily by
video.

4 ... that many other
people have tried to create
their own social
networking sites. / that
companies have to ban
people using it at work.

4.3 Negotiate better

4

1 A (Never get too
emotionally attached to
something you want. If
you do, you're sure to
overpay for it.)

2 C (The author mentions
that someone repeating
their position may not be
following the goals of the
negotiation, but says
nothing about preparation
or options.)

3 A (... staying quiet can
help to draw them out
further, prompting them
to offer more or at least to
justify their position.)

4 A ('What if' forces the
other person to really
consider and perhaps re-
evaluate their position.)

5 B (The big difference is
that your nearest and
dearest know how to push
your buttons – what you
really care about, what
will make you angry and
so on ...)

6 A (And try to avoid
giving off any of these
tell-tale signs yourself ...)

5

1 at the end of the day
(lines 7–8) 2 without

budging an inch (line 11)
3 bullishly (line 15)

4 resentful

(line 18) 5 draw them out
/ draw someone out (line
23) 6 indispensable (line
28) 7 push your buttons /
push someone's buttons
(line 34) 8 flounder (line
37) 9 unscrupulous (line
37) 10 tell-tale (line 43)

6

1 legs 2 arms 3 eyebrow

7 Suggested answers

Note that the answers
below suggest when
native English speakers
may perform these
actions, but remember
that gestures are often
different across cultures,
so your answers may not
be the same.

clench your fists: This
gesture suggests anger;
we might do it if someone
is angering us or
threatening us.

drum your fingers: This
suggests impatience; we
might do it if we're
having to wait for
something/someone.

roll your eyes: This
suggests exasperation; we
might do it if someone is
being particularly
awkward.

shake your head: This is the gesture of negation, i.e. it means 'No'; we do it if we are refusing or rejecting something.

shrug your shoulders: This means 'I don't know'; we might do it if someone has asked us something and we don't know the answer. It can also suggest 'I don't care.'

tap your foot: This can express impatience (as with drum your fingers), but it's more likely that we are listening to music and tapping our feet along with the beat.

8

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

9 Suggested answers

The most likely responses would be, e.g. grinning to show pleasure at the proposal, looking disappointed, perhaps shrugging shoulders.

4.4 Is that what you meant?

2

Stop to arrest innocent people = Stop what you are doing and arrest

innocent people. It should be *Stop arresting innocent people*.

I put my name and address on the backside = In English *backside* refers to the bottom, so this suggests the name address were written on someone's bottom. It should be *on the back* or *on the reverse*.

Kate and Jake love themselves very much = Kate loves Kate and Jake loves Jake. It should be *Kate and Jake love each other very much*.

Give a ring to me sometime = Give me a ring to wear on my finger. It should be *Give me a ring sometime*.

It's very good for you to help me = It's beneficial for you to help me, i.e. you benefit from it. It should be *It's very good of you to help me*.

3

1 of 2 her a ring 3 in person 4 mind 5 pay for 6 suits 7 shouldn't 8 out 9 I'm really sorry to hear that 10 on

4

1 a hand 2 quick word 3 not available 4 fancy popping 5 at all 6 shall we 7 the way 8 get you 9 Bad news 10 drop you

8

1 Dear Bill / Thank you for ... (Note that here the sentence thanking the recipient for their email is really part of the greeting, although in some circumstances it could form part of establishing the purpose.)

2 Here is an update of where we are with it ...

3 The letter contains three bullet points.

4 The bullet points give clear and concise details about the situation.

5 The venue, time and date of the supplier event are given in bold.

6 our supplier event / please do not hesitate to contact me 7 thank you once again for your comments

9

Bill and Michael are business colleagues: Bill is invited to a supplier event, so we know that

he's a supplier; Michael works in the company which uses Bill's services. The tone is formal, but the use of first names in the letter suggests they know each other and have worked together before.

10

1 closing line: I very much look forward to hearing from you. (error of word order)

2 next step: I will wait to hear what the outcome of these negotiations is. (grammar error – noun–verb agreement)

3 establishing the reason for writing or greeting: Thank you for taking the time to write to me. (grammar error – article)

4 establishing the reason for writing: This is a brief reminder of the upcoming sales event. (vocabulary error – wrong word, or grammar error – wrong preposition)

5 action point: Any suggestions for discussion topics must be / ought to be sent to ... (grammar error – modal verb)

REVIEW 2

1

1 guides 2 fully
3 everyday 4 unemployed
5 listening 6 spill
7 seat/table 8 slowly

2

1 hand 2 tongue 3 tooth
4 thumb 5 chest 6 head
7 back 8 finger 9 nose
10 heart

3

1 I don't think 2 I'm being
3 I've had 4 don't go
5 want 6 are wondering
7 don't see 8 got / were
getting 9 were 10 really felt
11 is always looking 12 definitely
recommend

4

1 Only when you lose one of your senses do you realize how important they are.

2 What most people don't think about is how dependent we are on our sight.

3 No sooner had we arrived than we were shown to our table.

4 Such has been the popularity of Blindekuh

that other European cities have copied the idea.

5 The thing that's shocking is that so many visually-impaired people are without regular work.

6 Not only was it a great experience, but the food was also very tasty / very tasty too.

7 Only in Switzerland would you find this kind of practical solution to a problem.

8 It is the friendliness of the waiters that I will remember most.

5

1 clenched, scowled 2 rolled, yawned
3 gaped, shrugged 4 raised, sneered

6

1 unsettling 2 off-putting, compelling
3 infuriating, reassuring 4 enticing

7 Suggested answers

Students might suggest, for example, going to the cinema and watching a film without sound, an experience which could help them understand how people saw movies in their early days. Another possibility might

be concerts entirely in the dark so that listeners aren't distracted by the performers.

You could also talk about experiences which use the senses differently, for example, parks which don't allow shoes so that you have to experience all the different textures underfoot.

9

(Each sentence has been put on a separate line here.)

Thank you for the proposal which you sent me last week and I apologize for not ~~answering to you~~ *answering you / responding to you* sooner.

I needed to consult David Williams before sending you my ~~thinking~~ *thoughts* about it.

In ~~principal~~ *principle*, the company is open to the idea of job-sharing.

This is particularly true when it allows female employees with children to ~~make~~ *have / find* a better balance between their work life and home life.

From a ~~financially~~ *financial* perspective, job-sharing could also in some cases be beneficial to the company.

However, in this case we are not convinced that it ~~should~~ *would* make practical sense.

Louise, with whom you are proposing to combine roles, has ~~already~~ a very heavy workload *already* and could not be expected to take on more work.

Having said all this, we recognize that the company needs to do something to take ~~in~~ *account* into *account* / *account of* your family situation.

Accordingly, David has suggested ~~to meet~~ *meeting / that we meet* on Thursday at 2 pm in his office to discuss possible solutions.

Please ~~inform me that~~ *let me know if* this suits you. (Or *confirm that this suits you.*)

UNIT 5

1 Suggested answers

1 (international/global) health, economic

development, presenting data

2 a special piece of software he developed

3 household appliances, e.g. vacuum cleaners, dishwashers, food mixers, coffee grinders, cookers/stoves, kettles, microwave ovens; computers and other information technology devices; boilers (for heating water); shower and water systems; electric/gas fires; electric tools, e.g. electric drills, screwdrivers, hedge trimmers, lawn mowers; agricultural machinery, e.g. tractors, combine harvesters

2

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

Suggested answers

1 Students' own answers

2 This varies according to where someone lives and is usually higher in developed countries. The UK government defines it as under 60% of the national median income. Other definitions look at deprivation – what poorer people can't afford that is available to most of society.

3 Economic data, like most statistics, can be presented in different ways in order to support particular points.

4 Coal releases the most carbon dioxide so could be considered the most polluting.

5 Pneumonia is responsible for 15% of deaths in children under five years, and malaria is responsible for 7%. Over 25% of deaths are caused from premature birth or by complications during or just after birth.

Developing countries have far greater problems with child mortality than developed countries, including deaths from childhood diseases and conditions such as diarrhoea that no longer constitute a threat in developed countries.

6 The word *favela* is used for the slums bordering urban areas in Brazil.

3a Suggested answers

wash, laundry, load/unload, by hand, washing powder, conditioner, electricity, water, dry

3b

1 Yes, he does. He says 'Throughout her [his grandmother's] life, she had been heating water with firewood, and she had hand washed laundry for seven children. And now she was going to watch electricity do that work.' i.e. it would significantly change domestic life.

2 Students' own answers

5.1 3 The magic washing machine

1

1 The washing machine makes it easier to wash things, means that less time is spent on laundry (particularly for women with big families), so there is more time to do other things.

2 Economic growth leading to access to electricity.

3 green energy (not fossil fuel energy)

2

1 She had to wash the clothes by hand / hand wash the clothes. This included heating the

water with firewood to wash the clothes.

2 The richest spend more than \$80 a day while the poorest live on less than \$2 a day.

3 below the poverty line ('the fire people'), those with electricity but not washing machines ('the bulb people'), those with washing machines ('the wash people') and those above the air line ('the air people'). They are separated by poverty line, the wash line and the air line.

4 five billion

5 hard work, time-consuming labour, which women have to do for hours each week

6 Some of them don't use a car, but all of them have a washing machine.

3

1 7/seven billion

2 12/twelve 3 1/one

billion 4 6/six 5 half

6 2/two 7 1/one 8 2/two

9 2050 10 many

11 double 12 22

4

1 F (... until they have the same energy consumption

per person, they shouldn't give advice to others ...)

2 T (... her minister of energy that provided electricity to everyone ...)

3 T (... so happy that she even voted for her. And she became Dilma Rousseff, the president-elect of one of the biggest democracies in the world.)

4 T (She managed to study English and learn that as a foreign language.)

5 T (And what we said, my mother and me, 'Thank you industrialization. Thank you steel mill. Thank you power station. And thank you chemical processing industry that gave us time to read books.')

5

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

6 *Answers and transcript*

1 ... when they want to travel, they use flying machines that can take them to *remote destinations*.

2 There are two billion *fellow human beings* who live on less than two dollar a day.

3 It's a hard, **time-consuming labour**, which

they have to do for hours every week.

4 But when I lecture to **environmentally-concerned students**, they tell me, 'No, everybody in the world cannot have cars and washing machines.'

5 Because the risk, the *high probability* of climate change is real.

6 Of course they must be more **energy-efficient**. They must change behaviour in some way.

7 *Possible answers*

1 ... try to stop developers building houses because it involves cutting down trees. / refuse to use cars.

2 ... speak better English than me. / participate more in class than me. / have lived in English-speaking countries.

3 Comparing prices in different supermarkets ... / Decorating a whole house ... / Making clothes by hand ...

4 ... it will be a cold winter. / the Chinese economy will grow larger than that of the US. / energy based on fossil

fuels will become much more expensive.

8

He implies 1, because technology frees our time for better pursuits, and 2, because he sees technology as progress and energy consumption is needed for technological development. He doesn't suggest anything about overpopulation.

9 *Suggested answers*

Hannah's comment: Students are likely to agree – we shouldn't judge people who want a washing machine – this is what people in the developed world wanted two generations ago.

Rama's comment: Students are likely to agree that Hans Rosling says that technological progress and education are strongly linked. However, he doesn't imply that we often use the time we gain on less productive activities.

12

Hans Rosling used infographics with icons and images and he used dynamic visuals to

indicate economic change and growth.

13 Suggested answers

The information could be presented in the same way as Hans Rosling's, i.e. with bars or squares representing 10% 'chunks' of the people who fly abroad on holiday. There could be two columns under each of the years mentioned, one representing the EU and North America and one representing the rest of the world. The figures could be the same for each year to begin with but as the presenter mentions the growth, the bars could move from one column to the other.

Another possibility might be with a dynamic pie chart, i.e. have a pie chart divided into two sections, one representing the EU and North America and the other the rest of the world; each section should be in a different colour, and start with the 1975 distribution. As the presenter moves on to 2014 the pie chart could reappear under that heading and the colours could change to represent the new distribution, and the same for 2025.

5.2 Energy-hungry world

1

1 The USA uses the most energy per person and Nigeria uses the least.

2 The biggest user of energy is the industrial sector and the smallest is the commercial sector.

3 heating (space and water) and cooling

4 26%: refrigeration 8%, appliances 9%, computer and electronics 9%

2 Suggested answers

Students may find it surprising that India consumes so little energy per person, given that it is an emerging economy. However, it also has a very large population, many of whom live in poverty or in very basic conditions and consume little energy.

They may also find it surprising that the commercial sector uses less energy than the other sectors in the infographic.

3

1 The USA is a big country, so people have to travel long distances, but

also energy efficiency isn't a priority.

2 More people from developing countries will travel by air more in the future as it becomes cheaper and they have more money to spend.

3 Energy is too cheap so people don't bother to do anything about reducing their energy bills.

4

a 1 present simple

2 present continuous

3 past simple (including modal could) 4 future with will

5 present perfect

6 infinitive 7 -ing form / present participle

b 2 each person 4 industry 5 the cost

c It is unknown, unimportant or obvious.

Answers to Grammar summary exercises

1

1 Nothing is said in the report about how these measures are going to be funded.

2 Numerous tests have been carried out on the

engine's reliability and the findings will be published in due course.

3 While the drone was being developed (by a team of French engineers), several technical issues came to light.

4 While it is claimed by some experts that global temperatures have risen by around 1.5 degrees, this fact / it is disputed by other experts.

5 This is the actual spacesuit (that was) worn by Neil Armstrong when he took those first historic steps on the moon.

6 It has just been announced by the travel agency that customers who cancelled their holidays because of the heatwave in Spain last month will not be compensated.

7 Extra concert dates would have been added to their tour if demand had been stronger.

8 The main building should be finished by the end of

the year, but more time will be required to

complete the ancillary buildings.

2

1 being bitten 2 to be told
3 Being pressured
4 being treated 5 Being made 6 to be called, not to be called 7 to be met 8 not to be asked, not to be involved

5

1 Electricity consumption is expected to double by 2050.

2 Twenty-five per cent of the world's electricity is generated by coal power plants.

3 If CO₂ emissions are to be reduced, alternatives to fossil fuels need to be found. or Alternatives to fossil fuels need to be found if CO₂ emissions are to be reduced.

4 Wind power was discovered by whoever first used a sailing boat, probably around 5,000 years ago.

5 If a solution can be found to the problem of electricity storage, wind power will be more practical. or If a solution to the problem of electricity storage can be

found, wind power will be more practical.

6 A lot of energy could be saved if people were more careful about switching off lights and appliances.

7 Energy consumption will be reduced in future by the use of smart appliances, like intelligent fridges.

8 I wouldn't be (at all) surprised (at all) / It wouldn't surprise me at all if these issues were still being discussed in thirty years' time.

6

1 Millions of homes across Europe could be powered by African sunshine (more appropriate if you want the emphasis on 'millions of homes') / African sunshine could power millions of homes across Europe (more appropriate if you want to focus on the fact that the power comes from African sunshine) 2 The electricity generated by the farm will be shipped 3 it would be distributed

4 is known 5 reflect the light 6 the light heats pipes filled with salt 7 This salt is used

7

a prioritize ' priority

b The verb *give* is introduced in the passive form (*was given*), *to* is introduced before energy and the adjective *greater* is introduced to premodify *priority*.

Answers to Grammar summary exercise

3

1 announcement, will be made 2 Has, attempt been made 3 thought was given 4 conclusion was reached 5 meeting is being held 6 research has been done 7 allowances must be made 8 Consideration needs to be given

8

1 Agreement has been reached on the main points, but not the details.

2 A decision was taken/made / has been taken/made to restrict CO₂ emissions from large industries.

3 Research is being done / carried out / conducted / undertaken into the consequences of each possible scenario.

4 Confirmation of the results will be given/announced after further tests.

5 Arrangements have been made / An arrangement has been made for him to be met at the airport.

6 No explanation was given of / as to why there was a delay.

7 Legislation / A law was passed to ban the burning of coal in people's homes.

8 Assistance (with energy costs) will be provided/given to people on low incomes.

9 Suggested answers

Car developed which can run on household waste.

£10,000 electricity bill run up by family who floodlit their house.

New wearable heater saves energy by heating the person not the room.

Politician commutes to work by bike to highlight energy crisis.

Millions saved by council on street lighting by turning it off after midnight.

5.3 Land for all

2

1 gains/profits
2 lends/loans
3 owns/possesses
4 sold

3

The author says that land has become the principal tool by which we acquire and pass on wealth, often by acquiring land and then waiting for others to spend money on developing it / the area around it, which is quite unfair.

4

1 T (... a credit-fuelled dash for land and property.

All over the USA and western Europe people became speculators in land, ...)

2 F (... we seem not to have learned from it.)

3 T (I could leave it to the fools who were prepared to develop all the other pieces of land surrounding "my" piece, and in doing so automatically to raise the market value of mine.)

4 T (So if the value of the land is improved by the community, the amount of tax you pay will increase.)

5 F (Should you develop the land yourself, ... by ... running a business from that site, you will not be taxed on those elements, since they constitute productive activity.)

6 F (... introducing an LVT would impose fairly heavy costs on today's landowners ...)

5

1 amenities = the services offered in a village/town/city

2 dash = quick run

3 crawling = moving on hands and knees

4 inherent = part of, belonging to

5 diligence = hard work, application

6 constitutes = makes up

Suggested answers

1 basic amenities = water, sewage, electricity, gas, serviceable roads; public amenities might be leisure facilities such as swimming pools, bus and train services, libraries, etc.

2 in a huge rush

3 hands and knees, and perhaps the trunk; babies usually get around this way. (Note that in the article 'crawl' refers to trying hard to please someone in order to get favourable treatment, so it is used metaphorically here.)

4 maintaining the property in good condition

5 the employee's hard work

6 getting up very late, not helping others around the house, trying to do less than others in your job

6

1 1 go 2 cut 3 pay off

4 expand 5 take on

2 1 making 2 coming

3 rising 4 investing

3 1 turning 2 enjoying

3 setting 4 demanding

5 going 6 stifling

7 Suggested answers

1 Companies could offer three-month unpaid work experience contracts to young people.

Advantages: young people gain experience and skills; the company might take them on at the end of the three months; rather than paying out benefits, the government is helping young people to receive training.

Disadvantages: companies might exploit the system and not give young people valuable training, thereby wasting the government's money and the young people's time; young people might not take it seriously and might continue to look for other jobs, possibly leaving the work placement halfway through.

2 The banks could make it easier to borrow money.

Advantages: people spend more money, thereby stimulating the economy.

Disadvantages: people can end up having debts they are unable to pay back.

3 The active working population pays more in tax to make up the shortfall.

Advantages: higher taxes can be put to use, freeing government money up for

other spending;
pensioners still have a
reasonable income and
continue to spend,
supporting the economy.

Disadvantages: working
people could get very
resentful of having to pay
more to support older
people who could have
saved more through their
lives and not needed a
government pension.

4 The government offers
more free nursery school
places to people on low
incomes.

Advantages: this allows
more people to remain in
work, paying tax and
thereby helping the
government balance the
books; it provides
employment for more
nursery nurses.

Disadvantages: the
government has to fund
the greater number of
nursery nurses; some
parents may prefer to stay
at home and look after
their children.

5.4 I can well believe it

3

1 Statement 4

2 That people are not the
problem when it comes to
CO₂ pollution

3 He doesn't agree. ('I'd
take it with a big pinch of
salt, if I were you.
Ninety-nine per cent of
scientists agree that
human activity is the
cause of climate change.')

4

I very much doubt that.
PF

I'd be very surprised if
that was/were the case.
PF

That doesn't surprise me
in the least. *PT*

I think they've got that
spot on. *T*

That's a common
misconception. *F* ✓

That's nonsense. *F*

I suspect that's true. *PT*

That's an old wives' tale.
F

That's what ... would
have you believe. *F* ✓

I'd take it/that with a
(big) pinch of salt. *PF* ✓

I can well believe that. *PT*

I'd have some
reservations about that.
PF

5

Silent letters are
underlined.)

architect biscuit condemn
guilty receipt resign
sandwich scissors subtle
thumb whistle

8

1 There has been a
breakthrough in energy
transmission. / Japanese
scientists have transmitted
energy wirelessly.

2 at the Japan Aerospace
Exploration Agency / in
Japan, this week

3 researchers/scientists at
JAXA in Japan

4 Because Japan imports
large amounts of coal and
oil to produce electricity.
/ To get solar power from
space instead of
importing oil and coal.

5 They used microwaves.

9

Yes, it gave all the key
facts, in the order what,
who, when, where, how,
why.

10a

Examples: *it is hoped that*
..., are known to be
working on ...

1 The writer uses passive reporting verbs in order to avoid attributing the information to anyone; instead, a general belief, hope, etc. is conveyed.

2 The subject can be the subject of the passive verb such as **Japanese companies** *are known to be ...*, or it can be the pronoun *it*, e.g. **it is hoped that ...**, **it is known that Japanese companies are working on ...**

10b

1 It is thought that the technology originated in the USA. / The technology is thought to have originated in the USA.

2 It is said that they are currently working on a larger-scale version. / They are currently said to be working on a larger-scale version.

3 It is reported that they are about to launch a prototype in the new few months. / They are reported to be about to launch a prototype in the next few months.

4 It is believed that there have been several unsuccessful attempts to replicate the results. /

There are believed to have been several unsuccessful attempts to replicate the results.

5 It is hoped that the technology will transform the way energy is generated. / The technology is hoped to transform the way energy is generated.

UNIT 6

1

1 She grew up in Bali with her parents, who were artists, but moved to New York to work. After a few years there, she returned to Bali and founded a company that builds homes almost completely made of bamboo.

2 Students' own answers, but it's natural and sustainable.

3 Natural materials include wood, earth, stone. Benefits may include that they blend in with the environment better, possibly that they're sustainable and their use has a less harmful impact on the environment than synthetic materials.

2

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

3a

Now, we do have all the necessary luxuries, like bathrooms. This one is a basket *in the corner of* the living room, *and I've got to tell you*, some people actually hesitate *to use it*.

3c

1 there are lots of things that we're still working on
2 you use it right

6.1 Magical houses, made of bamboo

1

1 It's versatile, sustainable, strong and lightweight, and it grows very fast.

2 She described roofs, windows, a living room, a bedroom, a TV room, a bathroom, kitchens, doors, ceilings, kitchen countertops and floors.

2

1 overlooks the valley
2 catch the breezes
3 keep air conditioning in and bugs out
4 There is no acoustic insulation.

3

1 wild grass

2 unproductive land such as deep ravines; needs just rainwater, spring water, sunlight

3 1,450

4 one metre in three days (three years to replace)

5 18 metres

6 as strong as steel and concrete ('tensile strength of steel, compressive strength of concrete')

7 very light: one person can lift a lot of bamboo poles

8 elegant

9 earthquake resistant

Why does it make such a useful building material? It's abundant (so probably cheap), flexible, strong, practical and it looks good.

4

1 Ibuku is a team of artisans, architects and designers. The organization works with a new way of building / builds unique structures.

2 houses, classrooms in the 'Green School', small

houses for export, a restaurant, a bridge

3 Unprotected bamboo weathers (is affected by the weather) and untreated bamboo gets eaten (by insects).

Most people, especially in Asia, don't think bamboo is worth building with. (They think that 'you couldn't be poor enough or rural enough to actually want to live in a bamboo house'.)

4 They found a safe treatment solution using natural salts so the bamboo could last a lifetime. They built extraordinary buildings with bamboo in order to inspire people.

5 Respect it, design for its strengths, protect it from water and make the most of its curves.

5

1 model 2 blueprint
3 detail 4 ceiling 5 Weave
6 canvas 7 countertops
8 boulder 9 floor
10 pins 11 grow

6

1 b 2 c 3 a 4 b 5 c 6 a 7 b
8 c

Note that in British English *got me building* (1) would be expressed as *got me into building*, i.e. *get someone into something*.

7 Answers and transcript

1 The living room *overlooks* **the valley** from the fourth floor.

2 And when I first saw these structures under construction about six years ago, I just thought, this **makes perfect sense**.

3 This is a traditional Sumbanese home that we replicated, *right down* to the details and textiles.

4 And so we thought, what will it take to **change their minds**, to convince people that bamboo is worth building with.

5 **Treat it properly**, design it carefully, and a bamboo structure can last a lifetime.

6 To *reap* **the** selective **benefits** and work within the constraints of this material, we have really had to push ourselves.

7 This floor is made of glossy and durable bamboo skin. You can

feel the texture under
bare feet.

8 And we've got a really
long way to go, there's a
lot left to learn.

8 Possible answers

1 ... (into) playing the
piano / (into) speaking
English / respecting the
value of the environment
...

2 ... growers and
consumers of goods. /
developing countries and
developed countries.

3 ... using traditional
materials. / not building
too high. / keeping the
appearance sympathetic
to the area.

4 ... the back garden. /
the street. / another block
of flats.

9 Suggested answers

How long will the
bamboo last? / How long
is it since the first
structure was built?

What evidence do you
have that the borax
treatment works? What is
its resistance to rain and
other weathers?

Are the houses
affordable?

12

Students' own answers

Other possible techniques
might be: using pronouns

to express solidarity and
interaction with the
audience

(i.e. we for solidarity and
you for interaction);
tailoring language to suit
the audience, e.g. using
informal vocabulary with
a younger audience; using
gestures to emphasize
your message, e.g.
making a chopping
motion with the hand to
emphasize each point
made.

13

Elora Hardy uses emotive
words and phrases:
*extraordinary, inspire
people*; she uses
rhetorical questions: *Why
hasn't this happened
sooner, and what can we
do with it next?*; she uses
repetition: ... *he saw it as
a promise. It's a promise
to the kids.*

6.2 Get someone else to do it

2

The general message is
that people think they are
better at DIY than they

actually are, and are
perhaps attempting jobs
they shouldn't, e.g. only
7% say they are bad at
DIY, but DIY mistakes
cost UK households £3
billion a year. Also, DIY
can be dangerous: 2.5
million people get an
electric shock each year
and 41,000 go to hospital
with ladder-related
injuries, which suggests
people try to do jobs in
the house that they
shouldn't.

3

1 T (... he fell off the
ladder he was standing
on.)

2 T (... have his fingers
stitched.)

3 F (Not the sort of job
that you would get an
electrician in for.)

4 F (... such a small room
that it seems crazy to
have a professional
decorator do it.)

5 F (... when I have to
put air in the tyres.)

6 F (... he managed to get
the light fixed ...)

4

a A doctor/nurse will do
the stitching, a decorator
will do the repainting.

Yes, *have* and *get* are interchangeable in these sentences.

b sentence 3: *to* + infinitive, sentence 4: infinitive (without *to*)

c no (in sentence 5, you can't say 'have the light ... to work' and in sentence 6, you can't say 'had his fingers caught')

d *get* suggests he fixed the light himself; *have* suggests he got someone else to fix the light.

Answers to Grammar summary exercises

1

1 had it dyed 2 had/got it cut 3 got it stuck
4 have/get it looked at
5 had/got it designed
6 have/get it done 7 get it finished 8 get one wall painted

2

1 call 2 to do 3 thinking
4 started 5 organize
6 to open 7 dry cleaned
8 pick

3

1 You need to get your eyes tested.

2 I'll get the flowers delivered to her at work.

3 I would like my steak cooked medium rare.

4 You'll never get me to go on a motorbike.

5 Who would like to get the meeting started?

5

1 We had our garden redesigned by a professional landscape gardener. / We had a professional landscape gardener redesign our garden.

2 We're getting the roof repaired next week.

3 We need to get our washing machine fixed.

4 I couldn't get the car started / to start this morning.

5 I think you should have your boiler looked at. / You should have someone look at your boiler.

6 I'm very proud that I got the vacuum cleaner to work. / got the vacuum cleaner working.

7 He got his head stuck between the railings and we had to call the fire brigade.

8 She managed to get two walls decorated, but not the others.

Sentences 1, 2, 3 and 5 can use either *get* or *have*.

6

1 *got* (*had* suggests an agent, i.e. someone else was involved, and may be intentional, which doesn't fit this context; *got* suggests an accident)

2 *get* (*have* is possible but it means that someone else did the preparation, which is unlikely given the second sentence)

3 *get the key to fit* (*have the key fit* is not possible)

4 *got* (*got* suggests the fact that the speaker's clothes are covered in oil was accidental; *had* suggests an agent, which is unlikely as the speaker is fixing the bike themselves)

5 *had* (*had* suggests the speaker asked someone to do it for him/her)

8 Possible answer

My glasses broke so I got a man at the optician's to fix them. But when he was putting them back together he got one of the lenses mixed up with

another pair and gave them back to me with one lens for long-sight and one lens for short-sight. In the end I had to get them to make me up a new pair.

9

1 get 2 go 3 get

Answers to Grammar summary exercise

4

1 went 2 went 3 got 4 get
5 went 6 going 7 got 8 got

10

1 going 2 get 3 going,
went 4 going 5 get, go 6
get, get 7 getting 8 going

11 Suggested answers

looking after your
baby/child, washing the
car, cleaning the
windows, taking your
photograph, painting and
decorating, cleaning your
oven, doing your
accounts, painting your
nails, buying presents for
your family or friends,
having your ironing done

6.3 Better by design

2

1 F 2 B 3 E 4 A 5 D 6 C

3

It was the first ever mass-produced chair. It used very few pieces of wood. It was radically innovative in its construction. It was easy to assemble and transport. It gets softer and better with age. The company was sustainable and socially-minded.

4

1 beechwood from local forests 2 screws and glue 3 by using steam to bend the wood 4 by flat-packing the parts so they take up less space 5 it softens and improves with age 6 yes, but new ones are expensive; cheaper versions can be found at furniture stores and on e-Bay

5 Suggested answers

1 paintings, sculptures 2 a factory worker and a member of the royal family / a judge and a rubbish collector 3 no one has ever improved (on) it 4 something gushing out uncontrollably, e.g. smoke from a chimney or water from a drain 5 high quality, expensive pieces

6 Suggested answers

Simple is good; keeping the price low means far more sell; good ideas come from a competitive environment; it takes a long time to develop the best ideas

7

radically (2) and *amazingly* (3) mean 'extremely'; *precisely* (1) means 'exactly' and *reasonably* (4) means 'fairly', so *reasonably priced* means 'a fair price'.

8

1 reasonably priced (P)
2 shoddily put together (Neg)
3 highly original (P)
4 scientifically proven (P)
5 prohibitively expensive (Neg)
6 greatly admired (P)
7 widely used (Neu)
8 brightly coloured (Neu)
9 beautifully crafted (P)
10 perfectly adequate (Neu)

9

1 shoddily put together
2 scientifically proven
3 perfectly adequate
4 greatly admired
5 brightly coloured
6 widely used
7 highly original
8 prohibitively expensive

6.4 Common sense

1

1 ability to think on one's feet = you can come up with ideas or make decisions quickly

knowledge of the sector or product = familiarity with the industry or product you are going to be working in

common sense = the ability to make sensible and practical decisions

ability to get on with others = having a good relationship with other people and be able to work with them

individuality / standing out from the crowd = being different / having your own ideas

2 and 3 Students' own answers

5 Suggested answers

The first candidate gives a vague and slightly facetious answer, which is not really appropriate.

The second candidate gives a more considered answer and shows some common sense, which is good even though she

doesn't solve the problem.

6

Students should tick the following.

Interviewers: Do you find ...?; When are you (most productive), would you say?; How would you go about it / ...-ing?

Candidates: I couldn't tell you really ...; That's a tricky question.; It depends ...; I suppose I'd ...; Let me have a think ...

7

(Stressed syllables underlined.)

1 translation / situation – penultimate stress in words ending *-ion*

2 depend / suppose – second syllable in two-syllable verbs

3 instinct / schedule – first syllable in two-syllable nouns

4 productive / effective – penultimate syllable in words ending *-ive*

5 basic / specific – penultimate syllable in words ending *-ic*

6 difficult / various – antepenultimate stress in words of three or more syllables

11

1 Stage 1: online application form and maths and verbal reasoning test

Stage 2: a short telephone interview

Stage 3: a day at the assessment centre

Stage 4: role play with a fictional client

2 Stage 1: You can find examples online.

Stage 2: You should read the business news before the interview to have some examples of business stories. Stage 3: Don't panic, ask for time to think, and use your common sense.

Stage 4: Imagine that it's real.

12a

1 'What do you think of Apple's announcement of record profits yesterday?'

2 'What are the strengths of the company, why do you think its fortunes have changed recently,

and how can its problems be put right?’

3 ‘I need time to think.’

4 ‘You will have a meeting with the client in fifteen minutes.’

5 ‘I’ve worked with you before and I wasn’t entirely satisfied.’

6 ‘What guarantees can you give me that things will be different this time?’

Answers to Grammar summary exercises

5

1 if/whether I had seen that face somewhere before.

2 he will/would be there at the same time (the) next week / the following week (depending on when the statement is being reported) / he will/would be here at the same time next week (if the statement is being reported in the same place as the speech was said)

3 she would like to come/go but she didn’t think she could.

4 what my father would have done if he had been in that situation.

5 if I was busy just then.

6 I thought / should think hard before I made such a big decision

7 why I hadn’t asked for help two days ago/before

6

1 ~~understanding~~ ‘ to understand 2 ~~think~~ ‘ to think 3 ~~to be renewed~~ ‘ renewed 4 ~~cut my hair~~ ‘ have/get my hair cut 5 ~~is having~~ ‘ was having 6 ~~were they arriving~~ ‘ they were arriving

12b

1 if it was the only job I was applying for at the/that moment.

2 (that) I had applied for one other job, but I wasn’t as interested in it as I was in that one.

3 how long I thought I would stay with them if I got the job. 4 I (imagined that I) would probably be there at least three or four years, if it was working out OK.

5 when I had last had an argument with someone.

6 I had had an argument the week before with a shop assistant who wouldn’t give me a refund.

REVIEW 3

1

1 office/commercial
2 residential/domestic
3 57/fifty-seven
4 built/constructed
5 earthquakes
6 environmentally
7 expensive
8 prefabricated/modular
9 insulated
10 pollution

2

-*proof* = protecting against, -*free* = without

1 showerproof 2 stress-free
3 maintenance-free
4 foolproof 5 crime-free
6 soundproof
7 shockproof
8 sugar-free 9 dust-free
10 childproof

3

1 Ninety per cent of BSB’s buildings’ components are prefabricated.

2 Comparisons have been made between the construction process and

the children's toy
'Meccano'.

3 Only the painting of the
interiors is done on-site.

4 The exact configuration
of the building is left to
the client (to choose).

5 A request might be
made (by the client), for
example, to have a gym.

6 A BSB video shows the
building not being
affected by a magnitude
9 earthquake.

4

1 getting (*having* is
possible but it suggests by
other people, which is
probably not the meaning
here) 2 went 3 had 4
made 5 to live 6 have (*get*
is possible, but it suggests
causation on the part of
the people, which is
unlikely in the negative
sense here) 7 memorize
8 get

5

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

6

1 prohibitively 2 brightly
3 greatly 4 perfectly
5 shoddily 6 widely
7 scientifically

8 reasonably recommend
them.

UNIT 7

1

1 political science;
creative writing; struggles
against adversity, whether
in post-colonial cultures
or the struggles of women

2 problems inherited from
colonialism, i.e. the
damage caused by one
country controlling
another

3 Students' own answers,
but an obvious example
would be a relationship
break-up, where one
partner is unlikely to tell
the whole story.

2

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

3a

1 a 2 And 3 to 4 a 5 to
6 of 7 the 8 a 9 that 10 at
11 the 12 of

3b

weak forms are
underlined)

So I was an early reader,
and what I read were
British and American

children's books. I was
also an early writer.

7.1 The danger of a single story

1

British stories:
white/blue-eyed
characters, played in
snow, ate apples, talked
about the weather, drank
ginger beer

African stories: not many
of them, hard to find;
featured people like her
(characters with
chocolate-coloured skin
and kinky hair)

1 She says she loved the
American and British
books because they
stirred her imagination
and opened up new
worlds for her. But the
unintended consequence
was that she thought
books had to be about
foreigners; she was
unaware that people like
her could appear in
literature.

2 They saved her from
having a single story of
what books are.

2

1 He's a houseboy.

2 He made baskets. This
surprised Chimamanda

Adichie as it hadn't occurred to her that anyone in Fide's family could make anything – her 'story' of them was just their poverty.

3 Her roommate wanted to hear 'tribal music'; Chimamanda Adichie played Mariah Carey.

4 patronizing, (well-meaning) pity, unequal

5 They assume it is a place of beautiful landscapes, beautiful animals, incomprehensible people fighting wars and dying from disease and poverty; it is often considered a single country.

6 He said her characters weren't 'authentically African' because they were middle class and drove cars.

3

1 Mexicans 2 ashamed

3 one thing 4 their definitive story 5 the arrows of the native Americans 6 that are not about catastrophes

4

1 different, similar 2 poor, hardworking 3 despite, because 4 break, repair

5 reject, regain

5

1 b 2 b 3 c 4 b 5 a 6 a 7 b

Note the meaning of 'fleecing the healthcare system' in 5: Mexicans were seen by some people as taking advantage of a healthcare system created for US citizens, thereby cheating US taxpayers out of money they had contributed.

6 Answers and transcript

1 And for many years afterwards, I would have a *desperate* **desire** to taste ginger beer.

2 But the *unintended consequence* was that I did not know that people like me could exist in literature.

3 So, the year I *turned eight*, we got a new house boy. His name was Fide.

4 Now, the *conventional wisdom* was that Nigerians don't read literature.

5 ... it is 'nkali'. It's a noun that *loosely translates* to 'to be greater than another'.

6 ... such as the fact that 5,000 people apply for

one **job** *vacancy* in Nigeria.

7 The consequence of the single story is this: It **robs** people of *dignity*.

8 ... a remarkable man who left his job in a bank to *follow his dream* and start a publishing house.

7 Possible answers

1 ... only about a third of US citizens hold a passport. / China used to have a policy of one child only per couple.

2 ... come across different ways of doing familiar things. / want to learn something about the culture.

3 ... check that the taxi has a meter before you get in. / ask the driver what the fare will be before you start. / only use reputable taxi companies.

4 ... I don't feel well. / I'm trying to concentrate and I'm interrupted. / I'm under pressure at work.

8

She uses subjective experience mainly to support her argument.

9

1 Orlagh appreciated the subjective experience as it was a 'welcome break from learning dry facts'. Alicia found the storytelling / subjective experience a powerful method to get a point across. Sergei on the other hand found it too subjective and would have appreciated objective facts.

2 Students' own answers

10 Suggested answers

Stories and anecdotes bring a talk to life and make it more 'real'. They allow the character of the speaker to come more to the fore. They encourage listeners to relate the issues to their own lives.

12 Suggested answers

The stories were very relevant to Chimamanda Adichie's argument as they illustrated both she herself believing the 'single story' of the poverty of their houseboy's family, and another person believing a single story about Adichie. The audience may have related to the second story more easily, that of an American

college student believing the single story of Africa being primitive and 'different' as they may have fallen into the trap of believing the same themselves in the past.

13 Suggested answers

Common assumptions students may offer:

Young people may say about old people that they're always moaning, they don't understand young people, they have no patience, they're boring, they will never admit to being foolish or making mistakes when they were younger, they don't understand how difficult things are for young people today.

Old people may say about young people that they're irresponsible, they're disrespectful, they aren't interested in anything serious, they don't understand how easy things are for them.

7.2 No better, no worse

2

1 She refers in passing to driving, buying a bus ticket and eating; she refers in more detail to

acknowledging strangers, peeling a banana and sleeping.

2 acknowledging strangers: a drawback is that it can make strangers feel uncomfortable or suspicious in some countries; peeling bananas: (benefit) you can hold the banana by the stalk, and it peels much more easily from the other end; sleeping: the benefits of sleeping in a hammock are that they're cheap and they force us to sleep on our backs, which is the best way to sleep, but the drawback is that they take up more room than a conventional bed.

3

a 1 one way (of doing things) and another (way); the second 'way' is implied, not stated

2 a new way of doing something and the way you've always been used to

3 peeling a banana from the non-stalk end and from the stalk end; this comparison is implied

4 they (people in Nicaragua) and we (people in America)

5 it (the hammock) and all other beds she has bought

6 it (her hammock) and her old bed; the way she sleeps now and the way she slept before; this comparison is implied

b much (more), far (less), not nearly as much, by far (+ superlative), a little, a whole lot

c sentence 6 (a little more)

d travelling / becoming aware of the different ways of doing the same thing

e is (The simpler the solution is, the better ...)

Answers to Grammar summary exercises

1

1 a more varied group than 2 the cleverest people 3 the funniest questions 4 more slowly than 5 twice as expensive to import as 6 a (much) better performance than

2

1 the most visited 2 greater 3 closest 4 many 5 (the most) wonderful 6 faster 7 (more) popular

3

Conversation 1: 1 bit/little 2 far 3 better 4 much 5 rather 6 the 7 slightly

Conversation 2:

1 much/far 2 nearly 3 as 4 lot 5 than 6 whole 7 than 8 more

4

1 The older people get/are, the more forgetful they get/become.

2 The hotter the liquid gets, the more volatile it gets/becomes.

3 The stronger the wind(s), the more dangerous flying is.

4 The more radical the idea, the more resistant people are (to it).

5 The more you eat, the hungrier you get. / The more your stomach expands, the hungrier you get.

6 The riper, the better.

4

Students should cross out:

1 the lowest, clearer, the best 2 the far most important 3 (none) 4 are the clothes 5 More, not as much, as

5

1 ... is not nearly as important as eating a good breakfast. 2 ... lighter the fabric, the more the sun penetrates it.

3 ... more you smile at strangers, the more insincere it/you (can) seem.

4 ... is far better for you than sleeping on your side.

5 ... more commonly drive on the right.

6

1 too, too (the remedy/solution/action is not enough and has come too late)

2 less (rushing often results in more mistakes and therefore takes longer)

3 more (if more people turn up / are involved, it'll be more fun)

4 Like (describes a boy/man who takes after his father, particularly if he does something unusual – particularly good/bad)

5 such (there's always price to pay for something that appears to be free)

6 The, the (don't delay)

7 So, so (things are going well so far)

7

1 I'd sooner + object + past simple verb

2 I'd rather + object + past simple verb

3 prefer + -ing form

4 I'd just as soon + (not) infinitive without *to*

5 I'd much rather + object + past simple verb

6 It'd be better + *to* + infinitive

We use the past simple with *would rather* / *would sooner* to say what we would prefer another person to do.

Answers to Grammar summary exercises

5

1 I go 2 me to cook 3 not have

2 I snowboarding 2 skiing 3 spend

3 I to call 2 did 3 to wait

6

1 ~~most~~ ' the most

2 ~~quieter~~ ' more quietly

3 ~~longer~~ ' as long 4 ~~can the meeting start~~ ' the meeting can start

5 ~~more it is difficult~~ ' the more difficult it is

6 ~~we leave~~ ' leave / we left

7.3 Why more is less

1

It means that doing less can have a bigger impact. For example, if you visit fewer museums, you can appreciate their contents better than if you visit a lot. Another example would be perfume or after-shave. If you put a little on, it smells nice; if you put a lot on, it can be overpowering.

2

1 Sometimes, when you have too many choices, it's harder to make a decision – and sometimes you end up not making a decision at all. ('The permutations are so endless that you retreat, reeling, from the shop to regroup and consider how better to approach this seemingly simple task.' – para 1. '... when the number of choices

reaches a critical point, the negatives start to outweigh the positives: choice is no longer liberating, it is debilitating.' – para 2)

2 para 1: he talks about buying jeans; para 2: he also mentions salad dressing; para 3: he talks about biscuits and college courses

3 We should be satisficers. / We should make do with less, think about what's really important ('be more judicious in what we attach importance to') and realize you can't always get what you want.

Note: satisficers = /sætʃsfajz/

3

1 c (lines 6–9: ... a dizzying array of options ... The permutations are so endless that you retreat reeling ...)

2 b (lines 22–24: The explosion in choice, he says, is linked to economic progress. When people relied on subsistence agriculture, the question did not arise ...)

3 c (lines 35–38: Often we ignore empirical evidence ... in favour of anecdotal evidence ...)

4 a (lines 41–45: A maximizer is a person who wants to get every choice ... absolutely right. The only way they can do this is to make sure they have all possible options arrayed before them ...)

5 b (lines 57–58: ... he also advises us to be more judicious in what we attach importance to ...)

4

1 permutation (line 9) = the number of ways of arranging different options. There are six ways of throwing a total of seven with two dice: 1 and 6, 2 and 5, 3 and 4, 4 and 3, 5 and 2, 6 and 1.

2 regroup (line 10) = come together as a group to consider options (though we can use it of an individual too). The army/group would regroup when it has had a setback and needs to rethink.

3 debilitating (line 21) = making you physically weak and unable to do

something. The flu is more debilitating.

4 subsistence (line 22) = what is necessary to survive. A subsistence wage would be just enough live on (i.e. cover living and food costs only).

5 efficacy (line 37) = how efficient something is / how well it works.
Students' own answers.

6 plague us (line 54) = something that annoys or worries us over a period of time. Students' own answers.

5 Suggested answers

1 having so many different options/choices

2 *It is debilitating* is used for stylistic reasons. It is an example of 'grammatical parallelism' (see Teaching tip: Rhetorical devices, Unit 6.1, page 89), i.e. the clauses ending *liberating* and *debilitating* follow the same grammatical form (*it + be + -ing* adjective); they also rhyme.

3 the process of goal-setting and decision-making: evaluating the importance of each goal

and the likelihood that each option will fulfil it

4 because Schwartz has already talked about 'the psychological damage that we inflict on ourselves if we are a *maximizer* in today's consumer society', so this piece of advice is obvious.

7

take the line of least resistance (lines 46–47) = do the easiest thing / the thing that causes the fewest problems

be spoilt for choice (line 52) = have a lot of choice / too many choices available; not know what to choose because there are so many options that you can choose from

1 devil 2 fence
3 judgement 4 brainer
5 bets 6 plunge 7 cherry
8 evils

7.4 Having said that ...

2

1 that sales of eBooks would overtake those of printed books

2 Sales of printed books rose in the US by 2.4 per

cent last year while sales of eBooks faded.

Combined sales of books, both digital and print, rose. Printed books sold particularly strongly to teenagers and young adults.

4

Speaker 1: On the whole eBooks are having a positive effect on the reading habits of younger people as they tend to read more, but children retain less of the information they read on screen than on paper.

Speaker 2: E-readers are a convenience tool – good for travelling but not for every situation. However, they make you read faster (perhaps because you can adjust the text size to the most comfortable for your eyes).

5

Students should tick the following:

a Broadly speaking, on the whole, by and large

b while, whereas

c but a word of caution, Having said that

7 Suggested answer

(Discussion topic b)

It is generally thought that people these days spend too much time recording their experiences on digital and social media, for example, photographing everything they see on a holiday and sending it to their friends. At least, this view is usually given of young people. As a result of this, they don't appreciate their experiences while they are actually happening. What's more, they spoil the enjoyment of people with them or around them by always having their phone in front of their face, or sticking it in front of other people. Broadly speaking, I agree with this view, but having said that, there may be an argument for this, in that it allows for more enjoyment of the experience afterwards. While individuals may not live the experience fully in the moment, they are able to relive it again and again with friends afterwards, which, arguably, provides as much enjoyment or even more.

9

1 For graph 1: the average number of books read peaks in 2nd grade, then decreases steadily through to 12th grade. For graph 2: the average number of words read a year increases from 1st grade to a peak in 6th grade (for boys) and 8th grade for girls, then decreases after that. The number of words read increases along the same trajectory for boys and girls until 4th grade, after which girls read more than boys, even when the number starts to fall for both.

2 Possible reasons: younger children read shorter picture-based books, so more books with fewer words, while older pupils read longer texts, so fewer books but more words. The number of words read may decline as students get older as they study more subjects and have to spend more time writing homework than reading. Perhaps girls read more words than boys because their leisure time includes reading, while for boys it may be more sport-oriented.

11 Suggested answers

Paragraph 1: Reading trends of schoolchildren in the US

Paragraph 2: Reasons for the decline in number of books read per child

Paragraph 3: Areas for concern

12

1 illustrate, show, describe 2 What we observe overall ..., What is perhaps more significant ..., It is also worth noting that ... 3 while, compared to, relative to 4 declines (decrease), rises (increase), falls away (decrease) 5 steadily, sharply

UNIT 8

1

1 He cares about food and cooking, knowing where

the food you eat comes from, sustainable cooking and farming, environmental

responsibility. He's won an award for America's Most Outstanding Chef and has written on US agricultural policies.

2 It means who/what really influences how and what we eat, i.e. the big business players in the food and farming industry.

3 Students' own answers

2

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

4a

1 company /ˈkʌmpni/, environmental /ˌɪnvəjənməntl/, conscience /ˈkɒnʃəns/, purchased /pɪˈʃɜːst/

2 tuna /ˈtuːnə/, halibut /ˈhæljʊt/, salmon /ˈsælmən/, swordfish /ˈsɔːdɪʃ/

4b Answers and transcript

'Fish? I didn't know anything about fish. I'm an expert in relationships.' And then he's off, ¹*launching into more talk* about ²*rare birds* and ³*algae* and strange aquatic plants. And don't get me ⁴*wrong*, I was really ⁵*fascinated*, you know, ...

8.1 How I fell in love with a fish

1 Suggested answer

The first fish he loved was a beautiful fish. For the past fifty years, we've been fishing the seas too much so there's nothing left, which means that fish farming is going to be part of our future.

Fish farms are inefficient, for example, they have a feed conversion ratio of fifteen to one. (That means it takes fifteen pounds of wild fish to get you one pound of farmed fish.)

Dan Barber agreed to do a promotional talk for the company which supplied the fish he loved. So he called the company for details. The company is famous for farming so far out to sea they don't pollute. He also asked what they were feeding the fish and got the answer 'sustainable protein'.

He didn't know what this meant so he asked around the company, and no one knew apart from the head biologist. It turned out that the farm was actually feeding the fish 30% chicken. Dan Barber then fell out of love with the fish because he said it tasted like chicken from then on.

2

- 1 southern Spain
- 2 overcooked
- 3 (shimmering) white
- 4 delicious
- 5 beef/cattle farm
- 6 drained it
- 7 it didn't work
- 8 reversed the flow of water / flooded the canals
- 9 rich marshland
- 10 worked in the Mikumi National Park in Africa / worked in Africa
- 11 relationships

3

- 1 He pointed at the algae.
- 2 He said that it's such a rich system that the fish are eating what they'd be eating in the wild. / There is no feed.
- 3 He showed Barber the flamingos – highlighting how pink they were.
- 4 He shook his head and said that they farm extensively, not intensively.

4

- 1 feed 2 predators 3 brood
- 4 bird 5 impurities 6 healthy 7 purification

5

- 1 realistic 2 food is distributed unequally

- 3 How can we feed more people more cheaply?
- 4 we are eroding our natural resources 5 poor quality

6

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

7 *Answers and transcript*

- 1 No one could give me a *straight answer* until, finally, I got on the phone with the head biologist.

- 2 They reversed the flow of water. They literally *flipped the switch*.

- 3 You **stare out** at a horizon that is a million miles away, and all you see are flooded canals ...

- 4 And **don't get me wrong**, I was really fascinated, you know, the biotic community unplugged, kind of thing.

- 5 I said, 'Miguel, isn't a *thriving* bird **population** like the last thing you want on a fish farm?

- 6 He *shook his head*. 'No,' he said ...

- 7 A **drop in the ocean**, I know, but I'll take it, and so should you ...

- 8 One billion people will *go hungry* today.

8 *Possible answers*

- 1 ... finding sustainable ways of feeding the growing population. / studying hard for your exams. / keeping an eye on elderly neighbours.

- 2 ... they had a cash flow problem. / their creditors demanded immediate payment. / it became cheaper to import the products they produced.

- 3 ... her best friend. / a totally unsuitable partner. / someone much older than me.

- 4 ... go to a fast-food restaurant. / eat meat. / eat Grandma's undercooked chicken again!

9

- 1 He uses the evidence of fifteen to one here, i.e. that it takes fifteen pounds of wild fish to get one pound of farmed fish. He also mentions that they pollute, but doesn't provide evidence.

- 2 He starts by talking about the sustainable fish farm off the coast from which he got the first fish he fell in love with. He says he wanted to support it.

3 He gives examples of farmers' markets, small family farms, local food, organic food.

4 He says that one billion people in the world will go hungry today, but we produce enough calories to feed everyone.

10

1 Patricia questioned the evidence about the farm acting as a water purification system.

2 Mikael questioned whether there was enough land available to practise extensive food farming.

11 Suggested answers

Dangers: if you speak too quickly, the audience may not be able to keep up and you may come across as nervous. If you speak too slowly, the audience might get bored and/or think you are patronizing them.

Pace can be used to good effect to 'dramatize', to allow time for ideas to be digested, to signal that a new point is about to be given, etc.

13

He uses pauses to give the audience time to consider

a point/question; he sometimes uses pauses for dramatic effect, and in order to allow the audience to laugh. He slows down when giving facts and figures.

8.2 Mind what you eat

3

a 1 will have to, should
2 don't have to 3 need to
4 needn't have 5 could
have, be able to 6 must
7 could have

b *must* and *can* don't have a future or infinitive form, e.g. ~~will must, to can~~, so we use a 'phrasal modal' (*have to, be able to*) instead.

Answers to Grammar summary exercises

1

1 couldn't have been
2 won't do 3 should have
scored 4 You must be
5 may well be forced
6 You don't have to
7 should 8 needed to get
9 should have known
10 didn't need to bring
11 can appreciate
12 I would prefer

2

Conversation 1: 1 can't /
isn't able to go
2 might/may/could have
3 would be 4 should /
ought to take 5 can/could
come

Conversation 2: 1 won't
accept 2
may/might/could/must be
trying 3 should have read
4 can/could/might happen

Conversation 3: 1 can't
have forgotten 2 could
she forget / have forgotten
3 had/needed to stop
4 'll/should be

Conversation 4: 1 must /
should / have to / need to
eat 2 shouldn't/needn't
have done

3

1 should (would) 2 may
(could) 3 wouldn't 4 can
5 could 6 needn't
(shouldn't)

4

1 ~~should~~ ' would 2 ~~don't~~
~~have to~~ '
mustn't/shouldn't 3 ~~must~~
~~to~~ ' must 4 ~~won't can~~ '
won't be able to / can't
5 ~~needn't have gone~~ '
didn't need to go 6 ~~had~~ '
have

4

1 *don't have to get* = lack of obligation, i.e. it isn't necessary to; *mustn't get* means you are prohibited / not allowed to get your protein from meat or fish

2 *should eat* = advice; *must eat* is stronger and suggests an obligation; the second sentence could be a parent talking to a child.

3 *must know* = certainty, i.e. it is certain that meat eaters know; *can't know* suggests that it is impossible that they know.

4 *needn't have bought* = the action happened, i.e. the person bought a lot of food; *didn't need to buy* means the person may have stopped before he/she did buy a lot of food.

5 *could have saved* = possibility; *would have saved* = certainty, a fact

5

1 to be able to, had to finish 2 didn't need to buy, can 3 Shall, must 4 ought to, don't have to 5 could have told, was supposed to wear 6 having to, shouldn't

6

1 a Some people may/might think
b we didn't have to adopt / we needn't have adopted / we didn't need to adopt
c food production couldn't have increased
d this progress should/will continue

2 a People shouldn't be forced to go hungry / shouldn't have to go hungry
b we can/could feed
c people in the west don't have to eat less / needn't eat less / don't need to eat less
d we must just / we just have to waste

7

1 e (I might have guessed you'd be here.) 2 j (You may say 'I told you so'!)
3 f (As luck would have it, I found one on eBay.) 4 a (How on earth should I know?)

5 h (How could you be so rude?) 6 i (You might as well give it a try.) 7 b (I needn't have bothered.)

8 c (I wouldn't bet on it.)
9 d (You may well be right.) 10 g (I can well believe it.)

8 Suggested answers

2 You advised a friend not to do something, e.g. get in touch with a former boy/girlfriend, because you thought it wouldn't work out. It doesn't, and your friend says *You may say 'I told you so!', but I had to find out.*

3 You borrowed something from a close friend and you lost it. You are telling someone this story and finish it with *As luck would have it, I found one on eBay.*

4 Your brother asks you what you think he should buy his girlfriend for her birthday. You hardly know her, so you say *How on earth should I know?*

5 At a social gathering a colleague comments on another colleague's appearance in front of him/her and several others. You say *How could you be so rude?*

6 You've been trying to get in touch with a friend with no luck as his mobile phone number doesn't seem to be working. You ask another friend whether it's worth calling his landline. Your friend

says *Yes, you might as well give it a try.*

7 You spent a lot of money getting tickets for a musical for your brother's/sister's birthday, only to discover they went to see it a few weeks ago. You say *I needn't have bothered.*

8 You have had an interview for a job that you really want, but you feel the interview didn't go well. A friend is trying to cheer you up and says that you're probably just being over-critical and it will all be fine. You say *I wouldn't bet on it.*

9 A person on the train sitting next to you starts a conversation by saying *Looks like rain later today.* You reply with *You may well be right.*

10 Your sister calls you to say that her daughter has been invited to audition for a film. Your niece was a talented actor at school so you say *I can well believe it.*

9

1

A The cheap beefburger ranges found in shops are actually made mainly

with meat from horses, not cows.

B Food items usually made with milk, e.g. yogurt, are often classed low fat if they're made with skimmed milk, as this is considered healthier than full fat milk. However, these products often contain more sugar, which in itself may be unhealthy.

C Foods such as potatoes, rice, grains are likely to double in price by 2030, causing problems in areas where poorer people rely on the staple foods.

D Insects could be a new foodstuff but people don't like the idea of eating them, which is preventing the possible new trend.

E Nicotine (in cigarettes) is highly addictive, i.e. once people start using it, it's very difficult to stop, but sugar could be even more addictive.

F Nearly half the population are eating too much without even being aware of it.

2 Students' own answers

8.3 A contradiction in terms

1

1 possible to continue for a long time (= I can't continue with that schedule for a long time.)

2 environmentally friendly (= office paper which doesn't harm the environment / exhaust natural resources is from a sustainable source, i.e. one which can be replaced)

2

a 3 b 2 c 1

3

1 a (Green energy is almost always more expensive. Buying from fair-trade certified suppliers significantly increases costs.)

2 b (Companies shouldn't be asking 'How can we make more profit from parading our sustainable credentials?')

3 b (But there is another sense that has gained traction ... Often these two definitions get mixed together or blurred, which is not necessarily a bad thing.)

4 c (A good example [of the two definitions] is the *Same Café* in Denver ...

fits the original definition of 'sustainable', but its real aim – to build a healthy community – goes beyond that.)

5 b (... you still have to use electricity to produce them. And if you take your business international, you're going to have to ship the toys by road and air. It's never straightforward.)

6 a (That waste, albeit organic, would otherwise have been thrown into the bin and not put to any good use at all. Small acts, as they say, can change the world.)

4

1 conflict with / go against 2 are sensitive to / are aware of 3 what they do to take the environment into account 4 publically showing how environmentally friendly they are 5 has become more widespread 6 is more than [that] / adds to [that] 7 don't misunderstand me 8 even though it is organic

5

2 inevitable (*foreseeable* = can be predicted, *unalterable* = can't be changed)

3 workable (*thinkable* = can be thought of, *doable* = can be done)

4 credible (*defensible* = can be defended, *acceptable* = accepted by many)

5 agreeable (*reasonable* = sensible, *persuadable* would be expressed as 'persuaded of')

6 doable (or manageable) (*tenable* relates more to ideas)

7 achievable (*quantifiable* = can be counted/quantified)

8 irreversible (*irretrievable* is used of situations, *inevitable* = cannot be avoided)

9 insignificant (*measurable* = can be measured, *manageable* = can be managed)

8.4 I'll try anything once

1

Warhol liked traditional and simple American food such as hot dogs and cookies; today's 'foodies' are more adventurous, always looking for something different.

3

Speaker 1: conservative attitude; he mentions seafood, herbs, wild mushrooms and olive oil

Speaker 2: quite adventurous – 'happy to give most things a go'; he mentions a sheep's stomach stuffed with goat's curds and animals' intestines

Speaker 3: adventurous – prefers to 'try things out that I haven't sampled before'; she mentions Chinese takeaways and avocado ice cream

4

1 used to eating, experiment with 2 give, a go, uneasy 3 try out, 'm used

5

The following sounds are elided:

1 used to 2 most things 3 ask before 4 understand people 5 good quality

9

The writer uses a system of numbering the key points, but also putting bold headings.

10a

3 The sentence would need completely rewriting: Traditional English beer, which generally comes in measures of a pint or half a pint, is served ...

4 as food from the Indian sub-continent is Britain's most popular foreign cuisine

5 which people usually call 'dinner', but which may also be called 'tea' or 'supper'

6 as the latter is considered (to be) particularly off-putting

10b

1 usually consisting
2 After having finished / After finishing
3 this being
4 found
5 being relatively abundant
6 formerly having been

REVIEW 4

1

1 F (Its main markets are the USA and UK.)

2 F (... it was originally developed as a lubricant ...)

3 F (WD stands for Water Displacement.)

4 T (Some of the company's employees then took the product and used it for general, domestic purposes ...)

5 T (... to develop sales through word of mouth recommendation. They give out free samples so people can test it out and see how effective it is, and then tell their friends.)

6 T (But there are lots of others users who buy it regularly and in large quantities – like garage mechanics, tradesmen of various types: electricians, builders ...)

7 F (It's pretty dangerous to put all your eggs in one basket.)

8 T (... they're constantly looking to prevent any potential bad publicity.)

2

put all your eggs in one basket = to rely on one thing/product/person rather than spreading risk

go pear-shaped = go wrong

1 sardines 2 cake 3 cheese
4 bacon 5 salt 6 potato
7 nut 8 plate 9 butter
10 grapes

3

1 the better you can focus on each one

2 I would much rather have a bigger range

3 The more products you have, the more choice there is for customers.

4 A company is far less likely to go out of business

5 they would just as soon stick to what they know

6 your product is the best of its kind available

4

1 have/need
2 must/should
3 would
4 may/could/might
5 will / should / ought to
6 have/need
7 can't
8 should/would/could/might/may

5

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

6

1 devil 2 spoilt 3 brainer
4 judgement 5 bets 6 plunge

7 Suggested answers

1 It's difficult to find truly single-product companies, but a couple that haven't diversified very much are Tempur, who make mattresses and pillows, and have moved into bed design; and Gorilla Glue, who make a strong type of glue, but they have also produced DIY guides, based on using the glue.

2 An obvious example of a successful company that has diversified hugely is Amazon, starting from selling books online, but now selling just about everything online.

3 Students' own answers

9

1 Dear 2 do 3 will
4 in/within 5 will/should
6 on 7 let 8 Yours

8 Suggested answer

The two graphs illustrate the average time taken by customers, men and women, to make purchasing decisions with different products. The first graph illustrates *shows* the average time taken to ~~purchase~~ *buy* a washing machine and the second graph one

illustrates ~~the average time taken~~ *how long it takes people on average to purchase* for a pair of jeans.

We can see from the ~~graphs~~ *diagrams/data* that while people take on average six days to make a purchasing decision on a washing machine, they take only twenty minutes to ~~make a purchasing decision on~~ *do the same with / do so with* a pair of jeans. We can also *see notice/observe* that the time taken by men is on average shorter than ~~the time that~~ taken by women. So the graphs clearly ~~illustrate~~ *indicate* that people take longer choosing some products than ~~other products~~ *others*, but perhaps another conclusion we can draw is that people ~~take longer choosing~~ *spend more time when selecting / do so with* a high-priced item compared to a low-priced ~~item~~ *one*.

UNIT 9

1

1 Because he watches YouTube videos for a

living. 2 parodies, tributes and reply videos

3 Students' own answers (but see Background information)

2

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

3b

An entire remix
¹*community* ²*sprouted up* that ³*brought* it from being just a stupid joke to something that we can ⁴*all* actually be a ⁵*part* of.

9.1 Why videos go viral

1

1 Bear Vazquez: the video is a fairly static view of a double rainbow in the sky, with Bear Vazquez's voice in the background exclaiming and laughing. It was viewed 23 million times in 2010.

2 Rebecca Black: the video shows a group of five young people in a car singing the song *It's Friday*. Nearly 200 million views this year.

3 Nyan cat: a looped animation of a cat moving against a coloured background. Nearly fifty million views this year.

4 Casey Niestat: Casey cycling along talking to camera, protesting about being fined for not keeping to the cycle lane, when the cycle lane has obstacles. He then proceeds to crash into several obstacles falling off his bike each time. Five million views.

2

1 c Bear Vasquez: sharing a personal moment 2 a Rebecca Black: commercial

3 b Nyan Cat: entertainment

4 d Casey Niestat: social or political commentary

3

1 He says that we all want to be stars (celebrities, singers, comedians).

2 Over 48 hours of video was being uploaded to YouTube every minute, but only a tiny percentage goes viral.

3 tastemakers, communities of participation and unexpectedness

4 Yosemite Mountain Bear

5 A tastemaker, Jimmy Kimmel, posted a tweet to a friend saying it was possibly the funniest video he'd seen, which propelled the video to go viral / brought it to a larger audience.

4

1 tastemakers 2 parodies 3 three-hour 4 creative

5

1 uniqueness and unexpectedness 2 a fine for riding his bicycle out of the bicycle lane 3 surprise, humour 4 No one has to green-light your idea. You put it out there and the audience decides. 5 we feel some ownership in it

6

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

7

1 ... only a tiny percentage ever goes viral and gets *tons of* views and becomes a cultural moment.

2 Jimmy Kimmel *posted this tweet* that would eventually propel the video to be as popular as it had become.

3 But he didn't actually **set out** to make a viral video, Bear. He just wanted to share a rainbow.

4 But what's important is that an individual or a group of tastemakers *took a point of view* ...

5 An entire remix community sprouted up that brought it from being just *a stupid joke* to something that we can all actually be a part of.

6 In a world where over two days of video get uploaded every minute, only that which is truly unique and unexpected can **stand out** in the way that these things have.

7 I mean, **as mentioned earlier**, one of the biggest stars in the world right now, Justin Bieber, got his start on YouTube.

8 And these are not characteristics of old media, and they're barely **true of** the media of today ...

8 Possible answers

1 ... a lot of really normal people write software. / in fact, software developers are often really sociable people.

2 ... adverts / shopping opportunities / very strange websites ...

3 Students' own answers

9 Suggested answers

1 He assumed that they would all be interested in both watching videos on the Internet but also in putting videos on it themselves.

2 Students' own answers

10

Jean-Philippe seems not to confirm the assumptions as his use of the term *vacuous* about the Nyan cat video suggests he isn't interested in YouTube videos. Estelle confirms the assumptions and Marco does to a certain extent, although he suggests that he's cynical about the motivations of the tastemakers.

13 Suggested answers

He does keep to the point and there is little repetition at all in this short section of the talk. Students may mention some repetition by paraphrase, e.g. *goes viral and gets tons of views and becomes a cultural moment*, but here Kevin

Allocca is just clarifying exactly what he means by 'goes viral'. He also exemplifies what he means by stars (celebrities, singers, comedians), but again, this is clarifying rather than repeating.

9.2 Completely lost without it

1

Students' own answers, but the most likely answers are that the Internet is good for society in that it makes communication easier and faster, it makes knowledge easily available to everyone and it allows everyone a say in their society. It is bad for society in that it tends to be an isolating factor, i.e. people spend more time at home online, and it might encourage crime.

3

1 unequal 2 modest
3 losses 4 deals
5 transformed

a The commentator is fairly neutral: much of what he mentions is negative, such as job losses caused by the Internet, but he does finish on the positive note

that it helps consumers and has transformed communications.

b Most of what he says supports the information in the infographic, but he suggests that the figures about job creation aren't correct.

4

a gradable adjectives: limited, modest, prone, new, integrated;
ungradable adjectives: unequal, certain

b extremely, very, completely, absolutely, deeply

c fairly, rather

d *quite* qualifies another adverb in 8, an adverb of frequency (*often*) and *totally* qualifies a verb in sentence 9.

e *extremely*, *very* and *completely* are interchangeable; *rather* and *fairly* are interchangeable (also with *quite* in one of its meanings)

Answers to Grammar summary exercises

1

1 U 2 G 3 G 4 B* 5 U 6 G
7 B 8 G 9 G 10 U 11 U

12 B 13 G 14 G

* *original* has two meanings: unique, where it is ungradable, and fresh, new, where it is gradable.

2

1 1 quite 2 very 3 pretty 4 reasonably 5 really

2 1 completely 2 really 3 rather 4 extremely

3 1 a bit 2 incredibly 3 absolutely 4 fairly

4 1 really 2 fairly 3 rather 4 absolutely 5 utterly

3

Students should cross out:

1 incredibly 2 quite
3 absolutely 4 extremely
5 somewhat 6 fairly
7 entirely 8 really

5 Suggested answers

1 quite/somewhat (though *quite* is the only possible option for 8) 2 incredibly
3 absolutely 4 totally/quite
5 entirely 6 virtually
7 utterly 8 quite

6

1 The meaning is the same but *absolutely* is stronger than *very*, so it is a difference of degree.

2 The meaning is different: in a) *quite* means 'absolutely' but in b) it has the meaning of 'fairly'.

3 The meaning is different: in a) *simply* means 'absolutely' but in b) *simply* refers to the style, i.e. 'designed in a simple way'.

4 The meaning is the same but *rather* in a) means 'fairly' but in b) it has the meaning of 'very', i.e. to a large degree, and is understating. (It could also be introducing a surprising fact.)

5 The meaning is the same. Note that *dead* is ungradable, whereas *booked* is gradable (i.e. the restaurant can be partially booked).

6 The meaning is different: in a) *badly* means 'very', 'a lot' but in b) it refers to the writing, i.e. written in a bad way.

7

1 wildly 2 widely

Answers to Grammar summary exercises

4

1 astronomically /
ridiculously, heavily

2 well, ridiculously

3 greatly, strictly 4 widely
(believed), vitally

5 bitterly 6 highly,
distinctly

5

1 ~~absolutely~~ '
very/really/utterly/totally/
extremely

2 ~~have quite~~ ' haven't
quite / have almost
(nearly)

3 ~~very~~ ' really / (an)
absolutely 4 ~~a quite~~ '
quite a / a fairly
(rather/very) 5 ~~like really~~
' really like / like & a
lot 6 ~~totally~~ '
really/extremely

8

1 desperately 2 severely
3 fully 4 readily 5 highly
6 painfully 7 distinctly
8 deeply 9 extraordinarily
10 sincerely

9.3 Same old

1

1 TV, radio, websites,
social media networks

(people sharing news stories for example), print (newspapers, books, leaflets, etc.), advertising (billboards, adverts on buses, etc.)

2 TV news is often in less depth than newspaper news, for example; online news updates you receive on your phone may only give you the headlines; radio broadcasts can't enhance the story with images

3 It depends on how you get your information as to what information you get, i.e. you may get different information depending on where you look.

2

1 The Internet hasn't necessarily given us anything new; it has just changed how we do things and how we communicate.

2 Buy this! (... that is the message that drowns out all others: Buy this!)

3

1 b 2 b 3 a

4

1 the whole of paragraph
2: letters have been replaced by emails,

newspapers by online news, libraries by Wikipedia, programmed TV by on-demand TV; traditional shops by online shopping; but none of these is actually new.

2 online petitions, tweeting opinions/messages

3 YouTube, e.g. the video of Jo Milne

4 advertising everywhere online

5

1 say/state/declare
2 whenever
3 change/alter (or transform)
4 realistic/real
5 angry/annoyed/upset
6 emotional
7 difficult/hard
8 louder/bigger/greater

6

1 looking at the Internet: browse, surf

2 traditional (non-Internet) media: landline, snail mail

3 commonly talked about idea: buzzword, meme

4 people who are rude to others online: cyberbully, troll

5 unwanted or dangerous email: phishing, spam

6 taking and editing images: photoshop, selfie

7 raising money or support: crowdfunding, online petition

8 web-based articles or programmes: blog, podcast

9 access to the Internet: hotspot, offline

10 common abbreviations: BRB, BTW

9.4 Online presence

1 Suggested answers

a their CV: education, work experience, skills, interests

b their LinkedIn page: education, work experience, current projects, who's in their professional network

c their Facebook page: interests, hobbies, family life, how they socialize (where and with who?), etc.

d their Twitter account: what kind of information they are reading, who/what they are

following on Twitter,
what their opinions are,
interests, hobbies, etc.

2

1 Sources: Facebook,
LinkedIn, CV, doing an
Internet/Google search

Facebook

Advantages: the
information may be
personal, honest and
spontaneous so an
employer may see an
attribute they like (which
you wouldn't have
included on a CV);
disadvantages: employers
could see things that you
wouldn't necessarily want
them to see; things you've
posted on social media
could contradict what you
have said in a job
application.

LinkedIn

Advantages: potential
employers can see all of
your education and
employment history if
you've put it up there, as
well as your contacts;
there are less likely to be
disadvantages with
LinkedIn as it's a
professional site.

CV

Advantages: employers
can see how the candidate
presents themselves in a
professional situation;

disadvantages: a CV
provides only what the
candidate wants the
employer to know, a CV
contains only limited
information.

Internet/Google search

Advantages: this might
show employers any other
enterprises the candidate
has, other ventures he/she
has been involved in, etc.;
disadvantages: with a
common name it might be
difficult for employers to
tell if they have found the
right person.

2 Students' own answers

3

Speaker 1 thinks it isn't
ethical; 'private is
private': it would be like
eavesdropping on a
conversation in a café.

Speaker 2 thinks it is
ethical because the
websites are easily
accessible and the
information is of great
relevance to employers.

Speaker 3 isn't sure, but
she tends more towards
'ethical', as online space
is public, not private.

4

Speaker 1 a Personally,
don't think, is b Why
should it be any different

Speaker 2 a don't really
come into it b I'd say that,
insofar as

Speaker 3 a in the sense
that b We just have to
accept that

7

1 Students' own answers

2 Gavin Hinton includes
his experience and his
personal qualities. Sarah
Dunstan includes all of
the elements. Mia King
includes her
achievements, experience,
skills and current job.

8

1 outlines her skills: web
content editor; fast,
effective and reliable

2 shows her passion:
impressive record, I love
to capture the magic of
people's stories ...

3 keeps the tone personal
and friendly: use of *you*
and *I* generally, e.g. *You*
can't be a master of all
trades, my job is to help
you ...; use of
contractions, e.g. *That's*
where I come in; use of
emphatic language, e.g. *I*
love to capture the magic
...

4 highlights key
achievements: I have an

impressive record of increasing online community engagement in a range of different companies, from multinationals to small businesses.

9a

They could select any of the following:

Gavin Hinton: marketing consultant, marketing professional, ideas man, business sectors, best-selling author

Sarah Dunstan: Web content editor, social messaging (activities), small businesses, online profile, target audience

Mia King: prize-winning chef, restaurant business, cake-maker, special occasion (cakes)

9b

book lover, community-spirited volunteer, experienced salesperson/individual, go-getter, hard worker, self-motivated individual/salesperson, strategic thinker, team player, proven track record

UNIT 10

1

1 We don't know but perhaps he wanted to move from academic study to practical writing, bringing philosophy to a wider audience.

2 'Self-help' books are books which are aimed to help people solve personal problems or make improvements in certain areas of their lives (personal or professional), e.g. improve self-confidence, improve relationships, get a better job, improve leadership skills, be more effective at work, be happier.

3 Students' own answers

2

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

Suggested answer for 1: People are happy to share happiness, but don't want to know about your sorrows/worries.

3a

1 I want to look now, if I may, at some of the reasons why we might be feeling anxiety about our careers.

2 I don't think we are particularly materialistic.

3 So there is a spirit of equality, combined with deep inequalities. Which makes for a very – can make for a very stressful situation.

The stress varies. The adverb *particularly* and *if I may* are stressed, but the others aren't.

3b

4 You may think I'm wrong in this, but I think that we live in an age when our lives are ...

5 It's perhaps easier now than ever before to make a good living.

10.1 A kinder, gentler philosophy of success

1

1 anxious, careers 2 snobs 3 respect, social 4 love, sympathy

2

1 The gap between his hopes and the reality of his life is great (and getting greater).

2 Someone who takes a small part of you and uses that to come to a

complete vision of who you are.

3 Because the ideal mother is someone who doesn't care about your achievements.

4 We want rewards/love.

3

1 achieve, equal 2 envy 3 low self-esteem

4

a He mentions the Queen of England as an example of someone we can't relate to (so we don't envy her).

b He mentions old school friends as an example of people who we are close to in terms of age and background, i.e. people we can relate to, and therefore people we are likely to envy.

c He mentions Bill Gates as an example of someone who has acquired great wealth and a place in society which we will be unlikely to reach, but he says it feels as though we can reach it.

d He mentioned self-help books as they indicate that as a society we are encouraged to attempt to do anything we want, but

also that at the same time we still suffer low self-esteem.

5

1 talented 2 accidental
3 unfortunate 4 losers
5 responsible 6 crushing
7 wrong

6

1 ridicule of 2 lost
3 successful at 4 other
people 5 our own

7

1 c 2 a 3 c 4 a 5 b 6 c 7 b
8 b

8 *Answers and transcript*

1 ... by moments when what we thought we knew, about our lives, about our careers, **comes into contact with** a threatening sort of reality.

2 It's perhaps easier now than ever before to *make a good living*.

3 And that's a lot of the reason why we care so much about our careers and indeed start caring so much about **material goods**.

4 ... if you've got energy, a few *bright ideas* about technology, a garage, you

too could start a major thing.

5 A meritocratic society is one in which if you've got talent and energy and skill, you will get to the top. Nothing should **hold** you *back*.

6 And some of the reason for that is that people *take what happens to them* extremely **personally**. They own their success. But they also own their failure.

7 No one is quite **listening hard** enough, but I very much believe that that's true.

8 It's even worse to have an idea of what it is you want and find out at the end of a journey, that it isn't, in fact, what you wanted *all along*.

9 *Possible answers*

1 ... my final exams. / the presentation to the Board of Directors. / the table tennis final.

2 ... skiing / giving a presentation to hundreds of people / having a good argument with someone ...

3 ... quizzes ... online looking up trivial facts / her weight ... counting

calories and going to the gym

4 Students' own answers

10

Alain de Botton's main message is that we shouldn't give up on our ideas of success, but we should make sure that they are our own – not someone else's. ('We should be the authors of our own success.')

12 Suggested answers

Students may mention notes on cards or pieces of paper, using key words on cards to prompt them, using slides as prompts or the notes function with slides, memorizing their talk.

14

He uses prompt cards but not right at the beginning, when he establishes eye contact with the audience.

10.2 Self-help

1

1 Students' own answers

2 Possible pieces of advice might be: be prepared to work hard, be realistic about what you

can achieve, be aware of your strengths and play to them, first set your definition of what you mean by success, don't take advice from others – be true to yourself!

3

1 Seek out confrontation.

2 Take rejection in your stride.

3 Let go of the past.

4 Keep questioning what you're doing. 5 Tackle the hardest things first.

6 Say no and earn respect.

a adjective followed by *to* + the infinitive: *afraid to (get)*; verbs followed by *to* + the infinitive: *seem to (work)*, *strive to (find)*.

b

2 get used to your ideas not being accepted (noun)

3 don't dwell on them (pronoun)

5 Don't always resort to doing the easiest tasks first; that way you are just putting off doing what really needs doing now. (gerund)

6 admit to it when you can't do a certain task. (pronoun)

c

1 are always convinced of their point of view (noun)

2 be discouraged by failure when it happens. (noun)

3 be interested in learning (gerund), become obsessed with putting them right (gerund)

4 Don't be content with doing (gerund)

6 Be committed to doing your job (gerund)

Answers to Grammar summary exercises

1

1 her to be, about/at missing, to mind 2 of the risks, you or me from climbing, them feel 3 moving, to leave 4 with watching, on being, of getting 5 to get, to sending, them to give 6 for being, about time-keeping 7 of him making, for doing, having 8 asking / to ask, in making

2

1 to have 2 to make / making 3 not to fall 4 about getting 5 to call 6 on playing 7 to play / playing 8 to hear / in hearing

9 learning 10 to ask
11 singing 12 to post

3

1 It's impossible to type fast without making mistakes.

2 It was great to spend / spending the weekend with my family.

3 It's useless to try / trying to get a definite answer out of him.

4 It's rude to speak with your mouth full.

5 It was shocking to see / seeing their living conditions.

6 It's wrong to take photos of people without their permission.

4

1 to achieve 2 to reaching
3 in the principle 4 on others to do or on others doing 5 in listening, learning 6 colleagues to help, to not being, to do 7 to maintaining

5

If you find the title of the book off-putting, you might be even more sceptical ~~to read~~ *about reading* the contents when you see chapter headings like 'Six ways to

make people like you'. Even admirers of the book confess ~~for~~ *to* finding these a little manipulative. The tips include things like getting used to ~~repeat~~ *repeating* the name of the person you are talking to often (e.g. 'I'm glad you said that, Carl.'). For the most part, it's hard ~~for~~ *disagreeing to* *to disagree* with the advice in the book – 'Smile'; 'People never get tired ~~to talk of~~ *talking* about themselves'; 'Be a good listener' – but I must admit to ~~find~~ *finding* it a bit repetitive. Having said that, I would encourage you to read the book. Its basic principle – that we need ~~being~~ *interested to* *to be interested in* other people is clearly a good one.

6

Weak forms are underlined.

1 I'm not afraid of losing.

2 I think we can all benefit from a bit of luck.

3 He's not content with performing well; he wants to win. (The preposition *with* already has a fairly weak vowel sound – /j/ – so it isn't reduced any further.)

4 You get accustomed *to* not being able *to* buy luxuries.

5 I'm interested in learning how *to* be a better speaker. (See note on 3 with regard to the vowel sound in the preposition *in*.)

6 Just concentrate on doing the best you can. (We rarely reduce the vowel in the preposition *on*.)

7 I feel grateful for having such a supportive family.

7

2 She was upset that she was / had been left out of the team.

3 He can be sure that he will get /receive a warm welcome when he arrives. / He can be sure that he will be warmly welcomed / be given a warm welcome when he arrives.

4 She felt very proud that her son got / had got in to Oxford University.

5 The company is keen that employees should have had experience in the voluntary sector.

7 She was adamant about being included in the meeting.

8 They were surprised to be asked / at being asked to pay for food that they hadn't eaten.

9 I was delighted with/at/by their decision to co-operate with us on the project.

10 I feel ashamed about / at having to ask you to contribute more when you have already given so much.

Answers to Grammar summary exercises

4

1 She felt certain that she would win / she was going to win.

2 I was unaware that they were uncomfortable with the idea.

3 He was convinced that he was in the right.

4 I'm angry that they wasted so much of my time.

5 Her parents were delighted that they had finally met her fiancé, Adriano.

6 People are amazed that he rose to fame so rapidly/quickly / his rise to fame was so rapid.

5

- 1 ~~in doing~~ ' at doing
2 ~~of to go~~ ' of going (or just 'to go') 3 ~~to smoke~~
' smoking 4 ~~to be lazy~~
' of being lazy 5 ~~to learn~~
' in learning 6 ~~visiting~~
' to visit

10.3 What generations want

2 Suggested answers

1 They have to manage and motivate the workforce of the present and prepare the ground for the workforce of the future.

2 Students' own answers

3

There seem to be few similarities between the generations. Perhaps the Baby boomers and Generation Y are both less interested in money than Generation X.

a Characteristics of the age

Baby boomers: social and economic change, youth was celebrated, questioned authority

Generation X: 'lost generation', world was less certain, more global

problems, e.g. AIDS, energy crisis

Generation Y: strong and sustained economic growth, development of the Internet and digital technologies

b Family life

Baby boomers: stable family backgrounds, stay-at-home mums

Generation X: smaller families, children spent less time with their parents

Generation Y: more consultative approach to parenting

c Working habits

Baby boomers: long hours, aimed to be experts in their field, ambitious

Generation X: emphasis on career education, more focused on hard work and earning money

Generation Y: more balanced than their parents, success often measured on a smaller scale

d Attitude to life in general

Baby boomers: conservative attitudes,

self-exploration and personal growth

Generation X: not as happy-go-lucky as baby-boomers, peer pressure to conform

Generation Y: more outward-looking, believe in negotiation and collaboration; high expectations and often demand instant gratification; expect the companies they work for and the projects they work on to be ethical, socially inclusive

4

1 strives (for) (line 1)
2 norms (line 2) 3 with some justification (line 17) 4 came to the fore (line 27) 5 happy-go-lucky (line 31) 6 peer pressure (lines 32–33) 7 on demand (line 38) 8 downside (line 43) 9 put a premium on (lines 45–46) 10 like-minded (line 48)

5 Suggested answers

1 Conservative attitudes: in relation to the family this might be that the husband goes out to work while the wife stays at home and looks after the children.

2 Self-exploration and personal growth: exploring your spirituality and striving for personal fulfilment and happiness, which could be indicated by rising divorce rates (not staying in unhappy relationships) and visiting counsellors.

3 A (more) pragmatic approach to life: accepting the inevitable, e.g. making the most of a job that comes their way as long as it pays good money, rather than following their ideals.

4 Everything is available on demand: being able to go shopping 24/7 online, being able to watch TV programmes when they want rather than as timetabled.

5 Issues in and outside the home: problems at school and issues of discipline in the home, for example.

6 Contribution to the community: working for a company that provides a room for community use; volunteering in the community, e.g. helping elderly people.

7

1 b 2 d 3 d 4 a 5 c 6 d 7 a
8 e 9 c 10 b

10.4 How did you get on?

2

1 She put in a speculative application, i.e. she sent her CV to the company.

2 She has first-hand experience to develop designs, i.e. she uses her own experience to develop things elderly people need.

3 Students' own answers, but they may suggest endings such as '... you work and do things only because you want to / you can take chances because it doesn't matter if you get it wrong / everyone respects your experience.

3

Speaker 1 had some success. She enquired about a part-time job (as a greeter at Asda), got an interview on the spot and is waiting to hear, but thinks she'll get the job.

Speaker 2 didn't have any success. He enquired at a few temp agencies but drew a blank.

4

Did you have any luck?
(You know what? I did.)

How did it go? (It all seemed to go pretty smoothly.)

Did you get anywhere with Hayley Hire? (Not really – they took my details and asked me to call in again next week.)

How did you get on with the job hunt today? (I rang quite a few temp agencies, but I drew a blank there.)

Did you manage to discuss the details with them: pay and hours and stuff? (They said the starting salary was £8.50 an hour, but it could rise over time.)

5a

1 /djY, /jesTl/ 2 /djt/, /jkŠdY 3 /djY, /kŠdYnfajnd/

8

In comparison with the rest of the insurance sector, AFT has a relatively young workforce. This may be a side-effect of a high turnover of staff, or it may have other causes. It isn't policy.

9

1 Introduction

2 Breakdown of figures/data/findings

3 Summary of initial findings and possible causes; addressing the first research point of age of employees

4 More detail about the findings; addressing the second research point of positions held by age group

5 Acknowledgements / thanks

10a

a in progress b on behalf of c in line with d at the time of writing e in relation to f in comparison with g at the request of h to some extent i subject to

10b

1 on behalf of, subject to 2 to some extent, In line with / In comparison with (with slightly different meanings) 3 At the time of, in progress

REVIEW 5

1

1 members of the public

2 The funds are not collected, i.e. the money

is not taken from the donors.

3 They benefit from personal satisfaction, i.e. the knowledge that they have backed something worthwhile, and they may also benefit in some more concrete and commercial way.

4 They take a five per cent fee on the total amount of money raised.

5 They depend on trust, but if they suspect people are dishonest, they can suspend a project.

6 They get their funding if successful and also acquire a loyal community of followers.

2

get off the ground = become a reality, start

1 to a flying start 2 on the ground 3 up in the air 4 by the seat 5 in the face 6 with flying colours 7 by-night 8 to earth

3

1 pretty 2 fairly 3 extremely 4 quite 5 totally 6 really 7 deeply 8 incredibly 9 utterly 10 immensely

4

1 with/by getting 2 to draw 3 to proofread, getting 4 receiving, of hearing, with new and interesting information 5 in doing, in competitions 6 for getting

5

1 thrown 2 heart 3 blown (missed possible but not covered in Unit 10) 4 it 5 up 6 on 7 ambition 8 dropped

6

1 blog 2 podcast 3 selfie 4 meme 5 troll 6 browse

9 Suggested answer

I worked at Northampton County Council, where I was Environmental Officer, which I left to set up my own consultancy business, advising local companies on ways to reduce their environmental impact. I started the business with a friend, using crowdfunding, and it's been a great success. Everyone wants to do their bit for the environment. Although you probably don't realize it, there are lots of simple actions which can make a real difference, and they needn't cost you a fortune. In fact a lot of

the actions will actually save you money. I have advised many local companies, some big and some small, and there are testimonials of my work on this link. One thing you will find is that companies not only feel better about themselves when they start being more considerate of the environment, they also improve their reputation with their customers. I get huge satisfaction from my job, helping people and raising awareness about environmental issues too.

UNIT 11

1 Suggested answers

1 The children in the slums of New Delhi had no experience of using computers.

2 a prompting question, a little encouragement and a computer

3 Students' own answers

2

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

3b

'About eight hours later, we found them browsing and teaching each other

how to browse. So I said, "Well, ¹that's impossible, ²because, you know – ³How is it ⁴possible? They ⁵don't know anything."

Suggested rewriting: So I said: 'That's impossible, because there is no way that it could be possible,' / 'It can't be possible because they don't know anything.'

11.1 Build a school in the cloud

1

1 It came about from the British Empire, when people were educated to the same standard to become administrative clerks.

2 They created a global computer made up of people, called the bureaucratic administrative machine.

3 They needed to have good handwriting, to be able to read and to be able to do multiplication, division, addition and subtraction in their head.

4 robust

5 They aren't needed because the 'machine' no

longer exists (the Empire is gone).

6 They need to be able to read.

2

1 They say that their children are extraordinarily gifted and very intelligent.

2 What would happen if Sugata Mitra gave a computer to children who would never have one, didn't know any English, didn't know what the Internet was?

3 The children were browsing and teaching each other how to browse.

4 One of the (computer) students could have shown them how to use the mouse.

3

1 a remote village, 300 miles out of Delhi

2 playing games on the computer (but they wanted a faster processor and a mouse)

3 teaching themselves English in order to use the computer

4 In nine months, a group of children left alone with a computer in any

language will reach the same standard as an office secretary in the West.

4

1 destroy 2 English 3 zero marks 4 nothing (in fact they'd understood that improper DNA replication causes disease) 5 30 per cent 6 fail 7 grandmother 8 rich private

5

1 Because knowing will be obsolete; we will be able to get whatever we need to know from the Internet / electronic devices.

2 The 'granny cloud' is a group of grandmothers that Sugata Mitra has found who support children and their learning via Skype.

3 The granny's role in learning is to support and encourage the children, rather than teach them, though the reality is perhaps that some of the grannies probably will teach too.

6

1 making, letting
2 broadband, encouragement
3 question, answer

4 future, wonder

7

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

8 *Answers and transcript*

1 What they did was amazing. They created a global computer **made up** of people.

2 How is present-day schooling going to prepare them for that world? Well, I bumped into this *whole thing* completely by accident.

3 So I suddenly figured that, how come all the rich people are having these *extraordinarily gifted* children?

4 One of your students must have been **passing by**, showed them how to use the mouse.

5 I repeated this *over and over again*.

6 I said, 'I haven't the *foggiest idea*.'

7 The teacher *sets* the process **in motion** and then she stands back.

8 We don't want to be *spare parts* for a great human computer, do we?

9 Possible answers

1 Global migration /
Rising sea levels /
National debt ...

2 ... women breaking the
glass ceiling / awarding
jobs on merit / giving a
chance to people from all
backgrounds.

3 ... car ... car dealer's /
food processor ...
cookshop / computer ...
electronics shop

10

1 People need to learn
flexibly (because the
future is unpredictable).
We don't all need the
same education as used to
be the case.

2 Schools represent an
outdated model for
today's society.

3 We don't need to store
knowledge – computers
can store it for us. We just
'download' it when we
need it.

The bold statements are
successful in getting
attention because they
make you want to
understand why this may
be the case, so you listen
for the supporting
statements that follow.

11

1 Yildiz – yes; has taken
the claims very literally –
'how shall I continue to
prepare them in a system
that is obsolete?'

Jay doesn't entirely agree:
'even if Sugata Mitra has
overstated the scale of the
change'.

Yu seems to accept the
claims but maybe thinks
they are over-optimistic –
'I hope it can become a
reality.'

2 Yildiz doesn't know;
Jay thinks teachers should
get involved in the
conversation; Yu thinks
the 'school in the cloud'
should be used first for
'the millions of children
who are deprived of a
good education'.

3 Students' own answers

14

Sugata Mitra keeps his
body open, he gestures,
keeping his palms out. He
keeps his body calm,
using his hands to
emphasize key words. He
doesn't move around the
stage. He faces the
audience in an open and
inclusive way.

11.2 The value of education

2

1 In the UK, medicine
(helped them find a job);
science, maths and
engineering (led to higher
earnings).

2 In the US,
approximately 40% said
they didn't need their
degree. Also,
approximately 60% said
they will need more
training. In the UK,
nearly 50% of graduates
are doing non-graduate
jobs.

3 In the US, 57% plan to
go back to college and
63% said they will need
more training.

3

a 1 Sentences 1 and 5
2 Sentence 3 3 Sentence 4
4 Sentence 2

b are to

c 6 If you choose ... 7 If
you asked / If you were to
ask ... 8 if they hadn't
gone ...

Answers to Grammar summary exercises

1

1 didn't have, would you
do 2 refused, would affect

(or had refused, would have affected) 3 is, will/ can/could you get 4 would have lost, had delayed 5 wasn't/ weren't, would/might find (or hadn't been, would have found) 6 will help, can 7 would be, hadn't dropped 8 was/were, would probably have given 9 don't ask, will never get (or didn't ask, would never get) 10 wasn't damaged, would still run (or hadn't been damaged, would still be running / would still run)

2

1 Had it not been for Francesca's negotiating skills, we wouldn't / might not have won the contract.

2 If we were to install CCTV, it would make the premises more secure.

3 Were it not for the cost, I would take regular language lessons.

4 If I was to give one piece of advice to any young person, it would be to travel while they are still young.

5 Had it not been for his party's (good) use of social media, the

politician wouldn't have got elected.

6 Were it not for the fact that the news is always so depressing, I would follow it. / Were it not always so depressing, I would follow the news.

3

1 had 2 do 3 did
4 was/were 5 not

4

(Suggested answers)

1 this idea fail / the original plan not work

2 they been found to be cheating / they not won their match 3 the fire alarm sound / there be a fire

4 he alive today

5 he been at home / been awake / he not been deaf

6 I offered a ticket / I free that weekend

4

1 don't like, won't / might not like, are, (will) need

2 think, are (or thought / would be), were, 'd choose

3 'd probably be, hadn't dropped, were, would have stuck 4 do, want,

hadn't done, would have been / would be

5

1 Were the places not so limited, more people would apply to do the course.

2 Should any places come up, we will inform you straightaway.

3 Were a large number of students to fail to find employment after leaving, it would reflect badly on the college.

4 Had she studied a science subject, she would definitely be in a job now.

5 I would have gone to the UK had the visa not been so expensive.

6 You can ask the college for financial assistance, should the need arise.

6

1 If you don't (try) / If not, why bother to do the course at all?

2 ... (only) if you return each tool to the place you found it.

3 If you aren't sure / are in doubt / are doubtful, ...

4 ... if you should go to university (or not).

5 If a child is well looked after and read to at home, ...

6 If it weren't for the ridiculously high tuition fees / If the tuition fees weren't so ridiculously high, ...

7 If you keep learning through your career, ...

8 If / What if they had refused, ...

9 ... if my employer didn't agree to fund it.

10 If everything goes according to plan, ...

Answers to Grammar summary exercises

5

1 Supposing, unless 2 whether or not, provided that 3 In the event of

6

1 ~~would be~~ ' were 2 ~~will be~~ ' would be 3 ~~had helped~~ ' would help / would have helped 4 ~~'d~~ ~~have known~~ ' 'd known 5 ~~Were they to live~~ ' If they lived* 6 ~~I can do it~~ ' I can

* Note that *Were ... to ...* tends to take a dynamic rather than a stative verb.

7

The three conjunctions *on condition that*, *provided that* and *as long as* have a very similar meaning, i.e. *only if*. The conjunctions *supposing (that)* and *assuming (that)* also have a similar meaning, i.e. *if this is the case*.

11.3 How to remember

3

1 by focusing intensely, by repetition, by using the memory palace

2 scholars 600 years ago by memorizing whole books

(intense focus and repetition); Simonides of Ceos by inventing the memory palace (and those who participate in memory competitions)

3 Suggested answer: You organize facts and information into a visual arrangement so you can remember them better.

4 Suggested answers

1 T (It's amazing – given all our memories have to cope with these days –

that we remember as much as we do. Yet we find ourselves cursing them ...)

2 F (The reason we are out of the habit is partly to do with technology. Today's computers and digital devices serve as our external hard drives ...)

3 NI (The text suggests that we read extensively these days, valuing quantity over quality, but it doesn't say that they don't retain this information.)

4 T (We can harness our facility for remembering visually and spatially (an important ability for survival in our hunter-gatherer past ...))

5 F (The text implies that everyone can make use of the techniques when it talks about visualizing passwords.)

5

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

Students' own answers to questions 1–3 and 6.

4 Probably because today we focus more on the ability to find information than the ability to retain it.

5 by the use of solar panels, solar farms, etc.

6

1 remember

2 fortunate to have the kind of above average memory ...

3 the average memory

4 the wisdom in books

5 learned scholars who could recite whole tracts by heart

6 become walking libraries / recite whole tracts by heart

7 in this way, i.e. Simonides' idea

8 the memory experts

7

1 acquire/develop 2 call to mind / take on board
3 mentor 4 got the hang of 5 rote 6 recall 7 evoke
8 commit

11.4 I'll get the hang of it

2

1 slightly overwhelmed 2 sink or swim

4

1 It was managing the social media marketing

for a small company which sold Christmas decorations online.

2 She didn't know anything about social media marketing and she didn't get any support.

3 She went online and did some research about what similar companies were doing.

4 She was reasonably positive: she thought being thrown in at the deep end had worked out OK and felt 'on top of it' at the end; she had had to learn quickly.

5

Students should tick the following. The exact expressions from the recording are in brackets.

It all seems pretty straightforward. (the products themselves seemed pretty straightforward)

I feel pretty on top of it. (I felt pretty on top of it.)

I got up to speed (quite) quickly.

I was (pretty) clueless about ...

It was quite / pretty daunting. (And that was quite daunting.)

6a

1 /w/ 2 /j/ 3 /w/ 4 /w/ 5 /r/

Note that the sound /r/ in *saw an opportunity* is called the intrusive 'r'. This is because it is considered by some people to be incorrect to insert it when the word ends with a different (written) consonant, not a vowel.

7 Suggested answers

a a teacher trainee – advantages: no time for the trainee to worry about the experience; risks: the students could sense their inexperience and take advantage, putting the trainee off teaching for good

b an apprentice car mechanic – advantages: would have to learn quickly; risks: could harm him/herself or the car driver if he/she does something wrong

c a new manager of a corporate events team – advantages: fresh ideas, having to think on their feet; risks: could upset clients if things go wrong

d a trainee GP –
advantages: will be very
careful, i.e. looking things
up and spending time
with patients; risks: could
miss symptoms of a
serious illness

e a sales assistant in a
department store –
advantages: would
probably be very natural
with customers, would
learn very quickly; risks:
not many, may not know
prices or where things are
and lose a sale or two

8

Format: sender's address
top right (or often centre
if a letterhead), recipient's
address to the left of the
page under the sender's
address, date of sending
underneath recipient's
address. The letter should
start with *Dear* + name
(or *Dear Sir/Madam* if the
name is unknown) and
end with *Yours sincerely*
(or *Yours faithfully* when
the recipient's name is not
known).

Structure: the first
paragraph introduces the
letter and gives a reason
for writing at this time,
the second paragraph
presents the
request/invitation, the
third paragraph provides

the details, the final
section provides the
closing sentence and sign-
off.

Register: the register of
the letter is fairly formal,
shown by the opening and
closing greetings; the use
of *I look forward to* in the
closing sentence (rather
than just *Looking forward
to*); the use of participle
clauses; the distancing
use of the modals *could*,
might and *would*; the lack
of contractions
throughout and some of
the lexis, e.g. *represent*,
initiatives.

9a

1 After seeing your recent
talk ... (participle clause
of time)

2 With so many larger
companies raising their
profiles ... (participle
clause of reason)

3 ... by learning more
about their experiences ...

(participle clause of
means)

9b

1 Without knowing your
area of expertise ...

2 On arriving, ...

3 By signing the form, ...

4 ... before meeting.

UNIT 12

1 Suggested answers

1 Jugaad means finding
solutions to problems
using limited resources.

2 It means that the
practice of frugal
innovation, using limited
resources to find
solutions, is necessary in
developing countries /
emerging economies: they
have few resources, but
want the same things as
western nations, so they
have to practise Jugaad.

3 Students' own answers
(but see Background
information)

2

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

3a

The discourse markers are
For me (introduces an
opinion), and *In other
words* (introduces an
explanation).

3b Answers and transcript

1 idea = an example to
support the idea of getting
value from limited
resources and finding
creative ways to reuse
what you already have

words = Take Mansukh Prajapati, a potter in India. He has created a fridge made entirely of clay that consumes no electricity.

2 idea = a contradiction, i.e. he will say what the building actually is

words = It's a small manufacturing plant set up by Grameen Danone.

12.1 Creative problem-solving in the face of extreme limits

1

1 India: a fridge made of clay, it doesn't consume any electricity

2 Africa: a cell phone battery recharger, powered by a bicycle

3 Peru: an advertising billboard, absorbs air humidity and converts it into purified water

2

1 Many of them didn't go to school, and they don't invent things in big R&D labs; the street is their lab.

2 capital, energy, healthcare and education

3 They have to rely on human ingenuity; they

have to 'go within themselves'.

4 They 'magically' transform adversity into opportunity, i.e. they turn something of less value into something of high value.

5 It creates more economic and social value, using fewer resources. It's 'the art of doing more with less.'

3

1 cities 2 qualified
3 villages 4 senior
5 resources 6 complex
7 more 8 money 9 water
10 needs

4

Grameen Danone factory: joint venture to make high-quality yogurt in Bangladesh, 10% the size of existing Danone factories, cost much less to build, relies on manual processes to generate jobs. Danone are planning to roll it out in other parts of the world as well.

Siemens CT scanner: can be used by less qualified health workers, scans more patients every day than other scanners, consumes less energy, reduces cost of treatment

by 30% and radiation dosage by up to 60%. It was intended for China but is now also selling in the US and Europe.

5

1 coming together 2 jams
3 Japan 4 cameras 5 SMS messages 6 twenty

6

Principles

1 Keep it simple. 2 Do not reinvent the wheel.

3 Think and act horizontally.

Meanings

1 This means that it is unnecessary to complicate things just to make something bigger and better than other products. (Don't create solutions to impress customers. Make them easy enough to use and widely accessible.)

2 This means that you should look at what's available and re-use whatever ideas are useful. (Try to leverage existing resources and assets that are widely available ...)

3 This means that it's better to have lots of smaller operations than one large one, e.g. several distribution centres rather than one huge one. (... if

you want to be agile and deal with immense customer diversity, you need to scale out horizontally using a distributed supply chain with smaller manufacturing and distribution units ...)

7

1 c 2 a 3 b 4 c 5 b 6 b 7 a 8 c

Note that 1 *out of thin air* usually means ‘from nothing’, but here could also mean ‘with limited resources’.

Alchemists (2) were people through the ages up to eighteenth century who tried to produce gold from ordinary metals. Alchemy only started to decline with the advance of modern science.

8 Answers and transcript

1 Let’s go to Lima in Peru, a region with *high humidity* and receives only one inch of rainfall each year.

2 An engineering college in Lima designed a giant advertising billboard that absorbs air humidity and **converts** it *into* purified water.

3 In other words, they *mastered the art* of doing more with less, which is the essence of frugal innovation.

4 China *desperately needs* these frugal medical solutions because by 2050 it will be home to over a half billion senior citizens.

5 Frugal innovation is *diametrically opposed* to the way we innovate in the North.

6 This device can scan more patients **on a daily basis**, and yet consumes less energy.

7 The question is, how do you **go about** adopting frugal innovation?

8 The South pioneered frugal innovation out of *sheer necessity*.

9 Possible answers

1 ... two or three changes of clothes. / one small rucksack. / a change of clothes and my laptop.

2 The newest iPhones / Electric bikes / Scandinavian jumpers ...

3 ... simplicity. / that it fulfils a need. / that it’s accessible to all.

10 Suggested answer

Frugal innovation is a term to describe how to solve problems using limited resources. It is highly relevant for the developing – and increasingly the developed – world where we need to find creative ways to provide low-cost solutions.

11

Steve: We need frugal innovation so that we can optimize our limited resources.

Erin: ... we should be focusing our ingenuity on how to deal best with people’s basic needs and problems.

Qasim: Learn to do more with less ...

13

The three types of examples are: real-life examples of the theory in action, stories or anecdotes from your own experience and the testimony of other people.

testimony means ‘evidence’ or something spoken/written that someone else has said to be true.

14

1 It's a real-life example of an idea in action.

2 It matches three of the tips: it's relevant, the example is not complicated and the visual is clear. We don't know if the audience can relate to it from their own experience.

12.2 Patent pending

1

It could be copied and sold by someone else.

2 If a patent is pending, it means an application for a patent has been made to the patent office, but the licence hasn't been granted yet. If a patent is granted, it means that the licence is given to the applicant and they can make and sell the product.

2

1 first is Japan, followed by the USA

2 most productive is South Korea, followed by Japan

3 South Korea: because they grant the most patents and spend the least on research relative

to the number of patent applications.

3

1

1 c (beginning of the sentence)

2 d (beginning of the sentence)

3 b (before the main verb, after the verb *be*)

4 f (before the adjective)

5 f (after the object)

6 a (before the main verb)

7 e (before the main verb)

2 It could be that innovators in Korea pursue projects **only** when they ... (at this time), It could be that **only** innovators in Korea pursue projects ... (no one else). Note that only is an example of a focus adverb, i.e. one that can change position in the clause to change meaning; we can position these adverbs in front of the element they qualify.

3 manner, place, time

Answers to Grammar summary exercises

1

1 beautifully, incredibly 2 hardly 3 in a friendly manner/way 4 late, very hard 5 well, daily / on a

daily basis 6 barely, straight

2

1 He chose his words carefully.

2 I rarely forget a face. (Also Rarely do I forget a face, but this needs the auxiliary.)

3 She has undoubtedly made the right choice. / Undoubtedly, she has made the right choice.

4 He looked at me inquisitively.

5 I thought the idea was quite preposterous.

6 They made the case passionately for a new organization. / They made the case for a new organization passionately.

7 I sometimes wonder if it was the right decision. / Sometimes, I wonder if it was the right decision.

8 I completely understand your concerns. / I understand your concerns completely.

3

1 Frankly, I don't think the plan will work very well.

2 They have just rented an apartment in New York for the summer. / They have rented an apartment in New York just for the summer.

3 I am regularly asked that question at meetings.

4 He casually mentioned it to me in the canteen last week. / He mentioned it to me casually in the canteen last week. / He mentioned it casually to me in the canteen last week.

5 His appointment was officially announced in the newspapers yesterday. / announced officially

6 Apparently, they completely refurbished their house last year. / They completely refurbished their house last year, apparently. / They refurbished their house completely ...

7 Unfortunately, I probably won't be home in time for dinner tonight. / I probably won't be home in time for dinner tonight, unfortunately.

8 We're working hard on the new business at the moment. / At the moment, we're working hard on the new business.

4

1 They even have fresh coffee.

2 I only found out yesterday. / I found out only yesterday.

3 He is old enough to look after himself.

4 It was extraordinarily kind of her.

5 The warning is clearly stated on the label. / The warning is stated clearly on the label.

4

1 I will hopefully go there tomorrow. / Hopefully, I will go there tomorrow.

2 I don't even like new gadgets.

3 He finally agreed to manufacture the product. / Finally, he agreed to manufacture the product.

4 She is seldom without a camera. / Seldom is she without a camera.

5 I saw them in London in July.

6 I clearly need to practise more. / Clearly, I need to practise more.

7 He's just told me the news.

8 It's probably not the right time to ask.

5

1 I often get my best ideas in the shower in the morning.

2 She doesn't usually give interviews. However, on this occasion she was persuaded to.

3 He's clearly already made up his mind to work on the idea with only a few of his closest friends. / Clearly, he's already made up his mind to work on the idea with only a few of his closest friends. (... with a few of his closest friends only.)

4 He still remembers his early days as a young research scientist at Bath University fondly. / He still fondly remembers his early days as a young research scientist at Bath University.

5 She's a highly talented inventor who never refers to her achievements boastfully. / She's a highly talented inventor who never boastfully refers to her achievements.

6 They officially launched their new

invention at the Berlin Expo last summer. / They launched their new invention officially at the Berlin Expo last summer.

7 Can I (just) show you my new phone quickly? Unfortunately, it (just) doesn't seem to be working properly. / It (just) doesn't seem to be working properly, unfortunately.

8 Interestingly, they didn't like the original design enough. Nevertheless, they kindly invited us to submit other ideas. / Interestingly, they didn't like the original design enough. They kindly invited us to submit other ideas, nevertheless. (They nevertheless kindly invited us to submit other ideas.)

6

1 Consequently 2 Besides 3 Rather 4 Accordingly 5 Conversely 6 Thereafter

Answers to Grammar summary exercise

5

1 In spite of this 2 Indeed / As a result / Therefore 3 Subsequently 4 As a result / Indeed

5 Meanwhile

7

1 Consequently – In view of this / Hence 2 Besides – In any case 3 Rather – Instead 4 Accordingly – In view of this / Hence 5 Conversely – By direct contrast 6 Thereafter – Subsequently

8

1 To his 2 In her 3 By 4 Contrary to 5 Curiously 6 To be 7 To my 8 To put 9 In 10 On the 11 On 12 With 13 Out of 14 Off

Note that for 9, *with* is also possible, i.e. *With hindsight*, but this does not work if students have used a different phrase in each sentence.

Answers to Grammar summary exercises

6

1 In/With, in, By 2 By, out of 3 to, To 4 Off

7

1 ~~hid quickly the present~~ ' hid the present quickly

2 ~~yesterday to London~~ ' to London yesterday 3 ~~longly and hardly~~ ' long and hard 4 ~~not enough~~

~~strong~~ ' not strong enough 5 ~~We will go there hopefully tomorrow~~ ' Hopefully, we will go there tomorrow. / We will go there tomorrow, hopefully. / We will hopefully go there tomorrow. 6 ~~In the whole~~ ' On the whole

10 Suggested answers

Speed bump warning system: the car probably has sensors directed at a certain angle that would sense speed bumps of a certain height from a certain distance and emit a warning in the car for the driver to slow down a little if necessary, or the sensor would automatically slow the car down.

Mobile phone airbag case: a case for a mobile phone that contains air and that inflates on impact in order to protect the phone, in the same way that airbags in cars inflate on impact to protect the driver and passengers. The phone would be protected if dropped.

Glow in the dark bicycle: the bicycle frame is painted with a luminescent paint which

glows in the dark,
ensuring that the bike can
be seen regardless of
whether it has lights.

USB cup warmer: a small
pad that uses energy from
a computer to create heat,
so that a cup can be
placed on it, keeping
tea/coffee hot for longer.

12.3 The inventor's trials

2

a Ward had problems
getting funds, but only
because he refused to
accept less than a 51%
share of the product in
any deal.

b He didn't have
problems protecting the
idea from imitators, as he
was so secretive that he
never released samples.

c He found plenty of
companies ready to
believe in and fund the
product – ICI, Boeing,
BAe, NASA.

d His main problem was
his inability to let go of
his invention and let
others take it forward to
become an innovation.

3

1 The path which each
invention must take ... is
never easy. Standing in
the way is the scepticism
of the research
community, the claims of
other inventors and last,
but not least, the
protectiveness of the
inventor himself. (lines 1–
5)

2 Ward was a tinkerer by
nature. (line 9)

3 ... a material that would
resist temperatures of

2,500 degrees Celsius, not
give off toxic fumes and
still remain cool enough
to be touched. (lines 30–
32)

4 The possibilities were
endless. (line 39)

5 Naturally, Ward kept
the formula a secret. (line
49) He refused to apply
for a patent, since that
would involve revealing
its composition. (lines
51–53)

6 It would be incorrect to
say that he took his secret
to the grave because some
of the family still know it
... (lines 62–64)

4

1 the final point, but not
the least important one

2 discovered a new way
to use/express his skill of
inventing

3 looked as though it
might work / be
successful / yield results

4 more than they could
imagine

5 find the
formula/constituents from
analysing the finished
product itself, and then
re-create the material

6 be able to share

6

1 took off (line 19)
2 trying out (line 25) 3 hit
on (line 29) 4 give off
(line 31)

7

1 forward, up with 2 out,
off 3 off, up 4 around, out
5 on, about 6 out, down to
7 up against, on 8 up, out
9 off, up 10 out, up for

Note that the phrasal
verbs *try sth on* and *hit off*
are almost always used in
the expressions *try it on*
and *hit it off*.

8 Suggested answers

1 progress, think of 2
started with the aim of,
were rewarded 3 be
successful, accept
4 solved, experiments
5 discovering, cause
6 understand, turned her
attention to 7 meet,
deceive someone
8 arranged, withdrew
9 liked each other, raised
10 pay, compensate for

12.4 To get the best results ...

3

1 Make use of the
different program settings
for different types of
photo.

2 Use 'spot focus' to
focus the camera before
taking a picture.

3 Find the best way for
them to hold the camera
steadily.

4 Use the (optical) zoom
feature to zoom in to the
subject rather than having
a small subject with lots
of space around it.

4

1 just stick to basic auto
mode 2 landscape mode

3 hold it properly 4 be
taking professional photos
5 get camera shake
6 zoom in closer

5

1 The usual pronunciation
of the ending is the weak
/ʃY/, but in *immature* it is
pronounced /ʃŠY/,
because the stress is
placed on the last syllable
here.

2 The usual pronunciation
of the ending is the weak
/jæ /, but in *massage* it is
pronounced /Q' /, partly
because of the stress on
the last syllable and also
using the French final
sound.

3 The usual pronunciation
is either of the weak
forms /ʁ/ or /js/, but in
disgrace the stress is on
the last syllable and the
ending is pronounced
/ej/.

4 The usual pronunciation
of the ending is the weak
/jt/, but in *sachet* the
ending has the more
French pronunciation /ej/.

5 The usual pronunciation
of the ending is the weak
form /ŋs/, but in *finance*
the stress is on the last
syllable and it is
pronounced /aens/.

6 Suggested answers

kitchen / cooking tips: put
peeled starchy vegetables
such as potato in
acidulated water (with
lemon juice) to prevent
from going brown; make
ice cubes from left-over
wine, then they can be
added to casseroles.

laundry tips: use a
teaspoon of salt in the
wash to stop clothes
fading; clean your
washing machine by
running an empty wash
with half a cup of
mouthwash in it.

computing tips: use the
Ctrl key and + to enlarge
the text on your screen;
use Ctrl + Z to undo
almost any action on the
computer, e.g. if you
delete something by
mistake.

travel tips: always pack a
large thin scarf – useful to
cover up, protect from the
sun, as an eye mask, as a
towel ...; use traveller
review websites before
you book somewhere.

8

1 Minecraft is about
building things with
cubes: it's a kind of
computerized Lego.

2 But it's also a game about survival, discovery, creativity and community.

3 Minecraft also has a multi-player capability ...
/ As you become more adept at building, your world opens out ...

4 The graphics ... are quite basic and retro.

5 ... that makes it so addictive to children and adults alike.

6 I recommend trying it out

9

I'm assuming most readers have heard of Minecraft ...

... if you're someone who gets easily frightened, I'd advise you to use this facility ...

... just make sure you have built your first hut before sunset!

10a

a (+ infinitive) offer

b (+ object + infinitive) urge, encourage, advise, invite

c (+-ing / noun) recommend

d (+ preposition + -ing / noun) no matches

e (+ object + preposition + -ing / noun) discourage, congratulate, praise

10b

1 on having, waiting (you wait is also possible but not one of the patterns given) 2 to deliver, to give 3 them for trying, to paying 4 to getting / having got, me to play

REVIEW 6

1

1 a) ideas for new products or services b) the way they go about doing things

2 a) creativity and innovation from within (by creating the right working conditions) b) business consultants

3 a) the (whole) staff b) management to think in a more creative and daring way

4 a) the entrepreneurs a small fee to join the network b) a fee from the companies (for the introduction to the entrepreneurs)

5 a) business or management consultancy

firms b) online business networks like LinkedIn

2

creative spark = someone or something that sets off creative ideas

1 set the world alight
2 have money to burn
3 My ears were burning.
4 having too many irons in the fire 5 kindle their interest 6 a moth to a flame 7 fuel the fire
8 creative spark

3

1 OneLeap firmly believes its method of helping businesses is the right one.

2 They claim that their method builds companies' revenue faster and more cheaply.

3 To their credit, they give eighty per cent of the fees they collect to charity. / They give eighty per cent of the fees they collect to charity, to their credit.

4 Adam Parr says OneLeap is an excellent idea executed imaginatively / imaginatively executed.

5 Having used the company once, most

customers usually come back again. / Most customers usually come back again, having used the company once.

6 In hindsight, there is not much that they would have done differently.

4

1 If we had more creative people in the company, we wouldn't have needed to look outside for ideas.

2 Had we known about the existence of OneLeap, we would have used them.

3 Were we to employ someone again, we wouldn't use an expensive management consultancy firm.

4 However, should our new product be successful, I will feel it was all worth it.

5 OneLeap's model works as long as they (can) match the right entrepreneur with the right company.

6 But for OneLeap receiving so much good publicity / the good publicity that OneLeap have received, they might not be so successful.

5

1 acquired 2 honed 3 got the hang of 4 took on board 5 committed to memory 6 recalled 7 retained 8 evoked

6

1 up 2 on 3 (up) to 4 out 5 down 6 forward/up/on 7 up 8 off

8 Suggested answer

Dear Ms Johnson

I am writing to enquire if you might be able to help us with some expert advice. I came across your organization in last week's *Sunday Times* magazine and was very impressed with what I read.

We are a young start-up company, formed from a group of language graduates, who offer online translation services. There is certainly a demand for these services, but reaching customers has not proved to be so easy. That is where we thought we could benefit from your experience and expertise. I am attaching a link to our website so that you can get a better idea of our business.

I am not sure on what basis you charge your clients – whether it is by flat fee or by commission on results – but perhaps that is something we could discuss in due course, once you have had a chance to look at our services and consider this request.

Thank you for taking the time to read this and I look forward to hearing from you.

Yours sincerely

Dan Quinton