

10 were known to have used 11 would carry  
12 use 13 would have 14 would recognize  
15 had all but ended 16 had become

3

1 had to 2 could've stayed 3 should've said  
4 would've been 5 'd known  
6 might well have chosen 7 should've told  
8 could've given 9 might not've got  
10 might not've been paying

4

1 The Internet might not have been working earlier. / It might be that the Internet wasn't working earlier.  
2 I shouldn't have phoned him. I regret it now.  
3 I wasn't able to get hold of them. I think I might have the wrong number.  
4 My grandparents often used to call me for a long chat at weekends.  
5 I will never want to go to bed as a child.  
6 Sarah wasn't in the office yesterday so you can't have spoken to her.  
7 You could've told me, but I can't remember to be honest.  
8 He would constantly be on his phone whether it was WhatsApp or Facebook or whatever.

5

1 So 2 Not until / Only when 3 No sooner  
4 Such 5 Only when / Not until 6 Hardly  
7 Only by 8 Never before

6

2 Only if the economy suddenly got much stronger would the central bank consider the move.  
3 Under no circumstances can you leave the exam room unescorted.  
4 Not until he stood at the podium ready to speak did he feel nervous.  
5 Not only was I leaving a special place, but also my family and friends.  
6 Only after he had fully soaked up the rapturous applause did he finally leave the stage.

7

1 had been trying to decide what to focus on  
2 exploring how certain pages linked with other pages  
3 which Page later described as the best advice he ever received  
4 could have focussed on his research alone  
5 had first met when Brin was showing a group of new students around the campus  
6 That might well have been the end of it  
7 had an index of about 60 million pages and this was growing rapidly  
8 not only were Google's search results better than its competitors at the time

#### 4.3 Negotiate better

2

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

3

1 U – we only know it was the period when postcards had their greatest success among users  
2 True  
3 False – messages could be sent and replied to within a day (text messages within minutes)  
4 True  
5 False – it was established in 1902 with the divided back postcard  
6 U – they were used for romantic purposes (secret messages), but it doesn't say if this was the preferred way of sending such messages  
7 True  
8 False – it was the war that interrupted the practice and it was never resumed because of a shortage of postmen and the spread of the telephone

4

2, 3, 4, 5, 6

5

Informal writing style in text messaging and its effects on literacy; governments' struggles to control content on the World Wide Web

6

1 raising 2 shaking 3 folded 4 clenched  
5 drumming 6 roll 7 shrugging 8 tapped  
9 scowled 10 yawning

7

1 un 2 in 3 il 4 im 5 ir 6 dis 7 non-

8

1 These figures are inaccurate.  
2 What you're saying is illogical.  
3 It's inadvisable to do that.  
4 Your explanation is inadequate.  
6 He made a few comments that were distasteful./He made a few distasteful comments.  
7 They're often disobedient.  
8 It's a nice idea, but impractical.  
9 That is improper behaviour.  
10 The disease is usually incurable.

#### 4.4 Is that what you meant?

1

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

2

1 Bad news 2 not available, suits  
3 in person 4 by the way 5 give, ring  
6 give, hand 7 at all, mention 8 have, quick word 9 Sorry, hear 10 give, lift  
11 put, out 12 drop, off, way 13 get, anything 14 shouldn't have 15 never mind, Another time 16 say, from

3

1 I'm afraid she's **not available** at the moment.

2 I think we should discuss it **in person**.

3 Yep, 6.30 **suits** me.

4 Yes. **Can I get you** something?

5 Yes, can I **have a quick word**?

6 Ah, **you shouldn't have**.

7 Let me **give you a hand** with some of it.

8 I can **give you a lift**. I really don't want to **put you out**.

4

1 **A:** Bad news, I'm afraid. (↓) I didn't get the job. (-)

**B:** Oh, I'm sorry to hear that. (↓)

2 **A:** Hi Richard.

**B:** Ah, Lucas. Can I have a quick word? (↑)

3 **A:** This is for you. To say thank you.

**B:** That's very kind of you, but you really shouldn't have. (-)

4 **A:** Let me give you a lift. (-)

**B:** Are you sure? (↑) I really don't want to put you out. (-)

5 **A:** See you tomorrow. (↑)

**B:** Yeah, bye. Oh, by the way, I'll be a little late in tomorrow. (↓)

6 **A:** Can I give you a hand with anything? (↑)

**B:** That's good of you to offer, but I'm fine thanks. (↓)

7 **A:** Thanks again for all your help. (-)

**B:** Not at all. Don't mention it. (↓)

8 **A:** That seat's taken, actually. (↓)

**B:** Oh sorry. I didn't realize. (-)

5

1 Thank you for taking the time to consider our proposal.

2 Thank you for agreeing to meet with us on Friday, but I really don't want to put you out.

3 I think it's important that you and Susan meet in person as soon as possible.

4 We feel that the proposed relocation is impractical and could in fact be disadvantageous.

5 He has fully admitted that his conduct was improper.

6 I am sorry to hear that the arrangements were not to your satisfaction.

7 I had a quick word with Julian and he has agreed to go ahead with the proposal.

8 Only when we have the full facts can we begin to assess the situation.

6

Dear Alison,

I am writing to request your approval to attend the London Business Conference, which is being held from 15–17 January next year. The conference theme is Risk Management and is aimed at industry stakeholders as a forum to discuss the current state of risk management in private equity. Of particular interest to us, is a focus on co-investments versus fund investments. As well as the main conference talks, there are a number of workshops.

You may recall that Samantha Mitchell attended the conference last year and she found it extremely relevant and useful. I believe she presented some of the key issues to the senior management team, which I think you might have attended. This is something that I am of course prepared to do.

I have included an approximate breakdown of the costs to attend below:

- Conference Registration: £300.00
- Travel, accommodation and meals: £350.00

If you would like to find out more about the conference, their website is Londonbusiness.org.

Thank you in advance for taking the time to consider this and I very much look forward to hearing from you.

Best wishes,

Tom

## 7

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

## 8

Dear Sir or Madam,

Below is my reference for Ms Marta Masini

Marta Masini joined Waterwells Books in January last year and since then she has been a reliable, effective and valuable member of the sales team.

Marta is professional and efficient in her approach to her work and has a sound knowledge and understanding of both the book-selling business and the wider retail industry.

She has consistently shown that she is able to work both independently and as part of a team. Her communication skills are excellent and she is very well-liked by her colleagues and always has a good rapport with customers and (with) other clients.

I believe that Marta will be a valuable addition to any organization that she may join. While we regret Marta's decision to move on, I would recommend her without hesitation.

Please get in touch if you should require (any) further information.

Yours faithfully,

Carmen Napoli

## WRITING 2

### 1

- a Being culturally appropriate makes a good impression.
- b If you make a mistake with cultural norms, it can offend.
- c Cultural differences can be difficult to spot.
- d They need to be taught to business people to make business run more smoothly.

### 2

1 c 2 d 3 b 4 a

### 3

- 1 'Culture' is the differences in how people act in different social groups.
- 2 A strong handshake can be too dominant for Filipino customers.

3 You should take small amounts of food throughout the meal, not all of your food at the start.

4 It can influence the negotiations, for example the prices people are willing to pay.

5 They don't expect you to understand everything, but it can increase their respect for you.

### 4

1 subtle 2 overly 3 explicitly 4 a faux pas 5 nuances 6 norms

### 5

1 back 2 to 3 To 4 in 5 to 6 for 7 of 8 with 9 of

### 6

1 d 2 b 3 e 4 a 5 c

### 7

- a 3: frankly unrealistic
- b 5: creativity blossoms
- c 2: instant gratification
- d 4: patently true
- e 1: beneficial change

### 8

People don't engage with the world around them.

Attention is divided and there is a lack of focus.

The Internet gives you access to a lot of information.

It is easy to communicate and work with people in other places.

### 10 Sample answer

When historians look back on the invention of the smartphone, they may well say that it was revolutionary. The key question, however, is whether this is a beneficial change or not.

Firstly, the fact that people can access the Internet from wherever they are has led to a desire for instant gratification. There is an impatience in society that demands an instant answer to any question and an instant solution to any problem, creating a frankly unrealistic impression of what knowledge is available to us and what we are currently able to use it for. Some people undoubtedly believe that you can find anything on the Internet, even though that is patently not true.

That is not to say that having a powerful computer in our pockets at all times is entirely a bad thing. On the contrary, it is a valuable tool in many situations, from finding directions in an unfamiliar city to telling people you are alive and safe after a natural disaster.

The biggest change that smartphones have brought with them is a new inability for their owners to deal with boredom. No longer are people's minds allowed to wonder and their creativity to blossom. As soon as they start to feel the smallest hint that the situation they are in might not interest

them, they immerse themselves in the world of their phones, rather than focussing on what is in front of them. To the detriment of relationships, they split their attention between this small device and the people they are with.

In conclusion, I believe that, while the smartphone brings many advantages, we must ensure that we do not allow it to take over our lives completely.

## UNIT 5

### 5.1 The magic washing machine

#### 1

- 1 F – (There is no information about qualifications gained in Mozambique – He studied statistics and medicine at Uppsala University, and then public health at St. John's Medical College, Bangalore, India ... He has also received honorary degrees from universities in Sweden, Norway and the UK and is a member of the Swedish Academy of Sciences.)
- 2 F – (In 1981, Rosling encountered an outbreak of a paralytic disease called konzo.)
- 3 F – (... was one of the initiators of Médecins Sans Frontières in Sweden – not the global organization)
- 4 F – (his main field is global health)
- 5 T – (Rosling's lectures using Gapminder graphics have gained a global reputation for their creativity and originality and have won numerous awards ... Rosling has received a number of awards and accolades, including 'Speaker of the Year')

#### 2

a

#### 3

1 Kamkwamba and Venkatraman 2 Gosier and Venkatraman 3 Turere and Kamkwamba 4 Gosier

#### 4

1 all-important, solar-powered, trickle-down, electricity-generating, low-cost

#### 6

She talks about how young he is and how his age made her curious to hear him. She describes how he had to deal with solving a major problem.

#### 7

1 by trying out different solutions 2 not giving up

#### 8

1 animals 2 being determined in the face of a challenge 3 win his family's respect 4 both

#### 9

1 c 2 b 3 b 4 a 5 a