



1**Read the text and complete it with the words from the box.**

affected | as | belief | born | dwarfism | empowerment |
mistake | self-help | target | time



Being _____ with _____, I grew up thinking I was a genetic _____, a freak of nature. The type of dwarfism I have is called *spondyloepiphyseal dysplasia congenital*, and it has _____ all my joints. I have had arthritis ever since I can remember. By the _____ I was ten, I couldn't tie my shoes or put socks on. My childhood, it was challenging. I remember one boy in particular who just liked to _____ me. This one time, I was walking home from school late, and he got down on his knees and started walking around me, saying, "Look, I'm a dwarf, too."

And I remember there was spit bubbling out the sides of his mouth. He was eye to eye and laughing in my face. In my 20s, when I started to read _____ books and personal growth philosophy, that's when I started to realize, "I'm on my way. I can have as good a life _____ I believe in." I worked hard to change my _____ system from victimhood to _____, and it transformed my life. So now I want to help other people do the same thing.

Julie Bond Genovese
Adapted from: <https://app.boclips.com/videos/5c54d7a7d8eafeecae20da81>. Accessed on August 21, 2023.

2**Describe empowerment using the words from the box.**

confident | lives | power | people | stronger

3**Complete the sentences about someone you know.**

- a. _____ has a crippling fear of failure, which makes him/her
_____.
- b. Despite his/her humorous jokes, _____ is a _____ person.
- c. _____ has shown to have a long fuse when dealing with
_____.
- d. _____ has transformed _____ completely, which gave him/her a new lease on life.
- e. _____ usually makes funny analogies about _____.
- f. _____ acts panicky every time _____.

1**Read the text and mark True (T) or False (F). Justify the false statements.****WHY AMERICANS ARE LONELIER AND ITS EFFECTS ON OUR HEALTH**

John Yang highlights the significance of robust social connections in promoting longevity, health, and happiness.

However, according to Census Bureau surveys, people were spending less time with friends and more time alone, a pattern that predates the pandemic. This shift has exacerbated feelings of social isolation and loneliness.

Laurie Santos, a cognitive scientist and psychology professor at Yale University, teaches *Psychology and the Good Life*, one of the institution's most popular courses. Santos has extended her teachings to a podcast called *The Happiness Lab*. When asked about how pervasive the problem of loneliness in the United States was, Santos described it as a significant issue, often likened to an epidemic. She notes that approximately 60 percent of people in the U.S. report feeling lonely on a regular basis. This statistic is alarming from a public health perspective, surpassing rates of obesity and diabetes.



Santos emphasizes the detrimental impact of loneliness on both physical and mental health, underscoring its status as a significant public health concern.

Adapted from: <https://www.pbs.org/newshour/show/why-americans-are-lonelier-and-its-effects-on-our-health>. Accessed on August 22, 2023.

- a. According to John Yang, robust social connections are not key to promoting longevity, health, and happiness.
-
- b. Laurie Santos teaches *Psychology and the Good Life*, one of Yale University's most popular courses.
-
- c. Laurie Santos describes loneliness as a significant issue in the United States, often likened to an epidemic.
-
- d. Laurie Santos emphasizes that only a small percentage of people in the U.S. report feeling lonely on a regular basis.
-

2**What's your opinion?**

a. How important do you think robust relationships are in today's interconnected world?

b. Do you agree that society stigmatizes aging mainly for physical decline? Justify.

c. What's positive in having some moments of isolation?

d. What should people do on a daily basis to enhance overall well-being?

3**Choose the correct meaning of the words in bold to complete the sentences.**

a. Saying that someone exercises **on a regular basis** means that someone exercises _____.

 frequently when it's convenient

b. When we say that the media often **unfairly stigmatizes individuals** who seek therapy, it means that the media often _____.

 prioritizes these individuals over others portrays these people in a negative light

c. Saying that excessive sugar is the **culprit** of health problems means that _____.

 it is the main cause of health problems it has no impact on health problems

d. When we say that loneliness is possibly a huge health threat **in terms of** its effects on us, we mean _____.

 it is a threat but won't affect our health that much it is a threat regarding the effect it has on us

1**Read and match the meanings.**

Well, I'd say that, in **terms of emotions**, loneliness might feel like wandering through an empty labyrinth of disconnected thoughts and fading echoes.

I agree to a certain point that adrenaline contributes to better presentations.

Nonsense! The prospect for growth in public health seems to be showing few positive outcomes.

Are you saying that, **among those aged 65+**, only a few said they were satisfied with the little human interaction they have?

- a. in terms of emotions
- b. I agree to a certain point
- c. Nonsense!
- d. among those aged 65+

- to restrict the group it is about
- to show strong disagreement
- to show partial agreement
- to discuss a specific area of a subject

2**Complete the sentences using the appropriate article.
Write “–” when no article is needed.**

- a. On _____ whole, fear is _____ good thing. If we weren't afraid of _____ fires, heights, and venomous snakes, we would never survive.
- b. We can categorize _____ fears and phobias into two types. _____ first type is _____ fear of death or injury. _____ second type of fear and phobia involves _____ social embarrassment.
- c. For many people, speaking to _____ large audience can be _____ daunting prospect. Even _____ sight of _____ microphone can cause your knees to go weak and your heart rate to soar.
- d. Luckily, there's _____ simple trick to overcoming fears: convince yourself that you're excited. According to scientific consensus, our emotions consist of _____ physical symptoms we feel and our analysis of what those symptoms mean.

Adapted from: Roadmap C1-C2, Unit 4A, page 32.

3

Complete the interview.

Interviewer

Traumatic events usually have a significant impact on our mental health and well-being. How can individuals and society better address the aftermath of such experiences?

Interviewee

Interviewer

How can individuals deal with moments of embarrassment?

Interviewee

1**Read the text and complete it with the words from the box.**

as | capacity | fuel | producer | scaled | synthetic |
refinery | than | then | viable



At the moment, SAF accounts for less _____ one percent of global jet fuel and costs three to five times more than its fossil-based sibling. And not all SAFs are created equal.

The one SAF is not the same _____ the other. You have the pure biofuels. So you grow something somewhere and then make _____ out of that. And then you have the waste-based fuels. And the last one is a completely different way to do it. You suck the carbon dioxide from the atmosphere, add hydrogen to it, green hydrogen. So, there are many limitations here. And based on that, there is a process. You can make fuel, kerosene – e-fuel, they call it. And that's actually the best one because _____ you close the carbon cycle completely.

_____ e-fuels are still years away from being commercially _____ . Biofuels, though, are readily available. But production of them needs to be _____ up dramatically. If the airline industry is to hit its emissions targets, SAF production needs to ramp up to around 450 billion liters per year by 2050. To put that figure into context, Finnish firm Neste™ produced 125 million liters of SAF last year, and that is the largest SAF _____ in the world. Neste™ is also investing 1.9 billion euros to expand and adapt its Rotterdam biodiesel _____ , pushing its global SAF production _____ to around 2.75 billion liters annually.

Adapted from: <https://www.ft.com/video/bba54a67-9bb3-4a4d-86e5-d5fa97bde4d1?playlist-name=latest&playlist-offset=18>. Accessed on November 22, 2023.

2**Choose the correct option to complete the sentences.**

- a. When you say you have a distilled liquid, you _____.
- make a liquid purer by heating it so that it becomes a gas
 add chemical substances to the liquid so that it solidifies
- b. If you scale something up, it means that you _____.
- portion it out
 increase its amount
- c. If you put something into context, you _____.
- take something out of
 provide additional information about it
- d. When you provide an incentive for someone, you _____.
- offer something to encourage someone
 forbid someone to do something

3**Complete the sentences using the appropriate form of the verb in parentheses.**

- a. Over the past years, our staff _____ tirelessly to improve the brand's visibility. (**work**)
- b. The manager _____ the capacity of the containers when he arrives at work. (**certify**)
- c. Currently, the team _____ the gap between drop-in fuel and sustainable energy. (**bridge**)
- d. The lab _____ just _____ the fuel, resulting in a more efficient one. (**distill**)
- e. _____ these projects _____ up right now? (**be scaled**)

1**Read the text and mark True (T) or False (F). Justify the false statements.**

Could technology taking center stage in the U.S. save animals from extinction? A Dallas biotech start-up wants to resurrect the woolly mammoth, the Tasmanian tiger, and even the dodo. Colossal Biosciences™, founded in 2021, describes itself as a de-extinction company aiming to reverse human-inflicted biodiversity loss and bring additional species to the planet.

But scientists and conservationists warn that the effects of de-extinction could be unpredictable. There are questions over the ethics of releasing resurrected species into altered habitats and ecosystems, as well as bringing genetically altered embryos to term.

The return species will be lookalikes rather than genetic copies of their originals. To remake the dodo, which went extinct due to hunting in the 17th century, Colossal™ will alter the genome of the Nicobar pigeon. For the replica mammoth, which will be tuskless to deter poachers, they'll tap into the genetic code of the Asian elephant.

But concern is also growing that de-extinction projects like this could divert funds from conservation programs. With 42,000 living species threatened with extinction right now, the race to save them is on.



Adapted from: <https://www.ft.com/video/80a8eb50-0f6c-417f-8083-67a2b0356949?playlist-name=latest&playlist-offset=7>. Accessed on September 12, 2023.

- a. Colossal Biosciences™ aims to bring extinct species back to life.
-
- b. Scientists unanimously support Colossal Biosciences™ in their de-extinction efforts.
-
- c. The dodo will be recreated by altering the genome of a kind of pigeon.
-
- d. The return species will be identical genetic replicas of their extinct counterparts.
-

2 Complete the sentences about someone you know.

- a. _____ is so unpredictable! He/She constantly changes his/her mind about _____.
- b. _____ takes center stage in their _____.
- c. _____ is the descendant of _____.
- d. _____ is the most prominent conservationist I know.
- e. _____ is an altered version of _____.
- f. _____ should stop _____.

3 Choose the correct option to complete the sentences.

- a. The sentence "_____ " shows a reminder.
- I remembered to reverse my decision.
 I remembered reversing my decision.
- b. The sentence "_____ " expresses remorse.
- I regret to inform you that polar bears were caught by poachers.
 I regret informing you that polar bears were caught by poachers.
- c. The sentence "_____ " means to stop an ongoing activity.
- They stopped researching the genome project.
 They stopped to research the genome project.
- d. The question "_____ " means that you are emphasizing the act of experimenting or testing.
- Why don't you try using a different technique?
 Why don't you try to use a different technique?

1

Read and match the meanings.

I'm positive that **curtailing climate change** must be at the forefront of our environmental agenda, and so must bolster clean energy initiatives.

I'd say that any company with a forward-thinking mindset would agree that a change in business sustainability strategy is absolutely necessary.

We have to consider that the use of renewable energy sources in this company has had a knock-on impact on our overall sustainability efforts, and since then we've been flourishing.

Oh, come on! **Let's be reasonable** and try to see the other side of the story. We should implement new strategies to bolster our co-workers' confidence. Otherwise it will be hard to flourish.

- a. curtailing climate change
- b. I'd say that
- c. We have to consider that
- d. Let's be reasonable

- to express opinion or judgment about something
- to show a need to take something into account
- to reduce in extent or quantity
- to show consideration

2

What's your opinion?

- a. Do you think adopting sustainable strategies increases companies' expenses? Justify.

- b. How can companies avoid having off-putting experiences when adopting sustainable practices?

- c. Why should companies invest in eco-credentials?

- d. What can companies do to integrate sustainability as an embedded component of their business strategies?

3**Choose the correct words to complete the sentences.**

a. The company's _____ approach has led them to the top of the ranking.

- conventional
 forward-thinking

b. The speaker's behavior during the seminar was _____. They will never invite him again!

- engaging
 off-putting

c. Our commitment to sustainability and impressive _____ were the best choices we could have made.

- eco-credentials
 award

d. My manager's environmentally-conscious choices have had a knock-on impact, making us adopt _____ practices.

- free-falling
 eco-friendly

1

Read the text and complete it with the words from the box.

banner ads | behavior | business | experiences | founded |
metaverse | monetizing | platform | traditional | users



According to Philip Rosedale, the _____ is not a realm where a company with an advertising-based _____ should hold sway. He emphasizes that Second Life™, the virtual _____ he created, has never been reliant on advertising. Rosedale attributes this, in part, to the timing of the company's inception, which predates the rise of advertising as a viable business model. Having _____ the company in '99, before the exponential growth of the ad business, particularly with Google™, Rosedale notes that advertising was not initially viewed as a feasible option. While the idea of implementing _____ was discussed, Rosedale and his team were reluctant to interfere with users' _____, given that Second Life™ is collectively owned by its _____. While there are advertisements for products like clothing within the virtual world, the primary focus of _____ Second Life™ does not involve altering user _____ or capturing their attention. Rosedale expresses concern about the potential dangers of transitioning advertising practices from the _____ 2D online world to the immersive 3D metaverse environment.

Adapted from: <https://app.boclips.com/videos/62868a386964dc5dc4df1c59>. Accessed on October 2, 2023.

2**Describe a banner ad using the words from the box.**

across | advertisement | Internet | page |
to appear | top

3**Rewrite the sentences using *but for*.**

- a. If it hadn't been for the banner ad, the success of our marketing campaign wouldn't have been possible.
-
-

- b. If it hadn't been for the virtual reality experience, the metaverse wouldn't have emerged.
-
-

- c. If the team hadn't used an ad blocker, our online experience wouldn't have improved.
-
-

- d. If it hadn't been for social media platforms, many companies wouldn't have monetized their videos.
-
-

1**Read the text and find the sentences that disprove the beliefs.**

Today, digital technologies are transforming the supply chain, benefiting everyone – from small farmers in Africa to buyers of diamond rings. For smallholders in developing countries, the inability to hold a record of transactions often makes it impossible to get good access to credit, exposing them to predatory lenders. But blockchain technology might improve this situation. In Zambia, software company BenQ™ has joined drinks company AB InBev™ to give cassava and barley farmers a record which is accessible by mobile phone of all the sales to their company. This enables them to build a history, which in turn lets them secure loans and win contracts.

Meanwhile, IBM's Food Trust™ initiative uses the Internet of Things, artificial intelligence, and blockchain to capture and share information along the supply chain. This can reduce food waste and quickly identify the source of any contamination. This means recalls are much easier to manage. And to tackle problems such as deforestation, the sustainability consultancy South Pole™ taps into a range of tools, including big data and satellite mapping. The company can assess climate risk and how the activities of companies, governments, and others are affecting the world's forests. The goal is then to reduce the carbon footprint of their supply chains. One digital technology at a time, the supply chain is becoming ever more efficient and transparent.

Adapted from: <https://www.ft.com/video/15dd34aa-a488-4ca2-ad71-80195b96dd29>. Accessed on September 29, 2023.



- a. Digital technology allows corporate buyers and consumers to discover more about the sustainability and ethics of their purchases.

- b. South Pole™ has been using a variety of digital tools aiming at boosting their profit and the profits of its supply chain.

2**Choose the correct words to complete the sentences.**

a. We call _____ the fact of being unable to do something.

- inability
 transaction

b. _____ is when a company asks people to return a product they have bought because there may be something wrong with it.

- Recall
 Mapping

c. A _____ is a business deal or action, such as buying or selling something.

- corporate
 transaction

d. A _____ company is paid to give advice to another company on business.

- supply chain
 consultancy

3**What's your opinion?**

a. Are digital technologies accessible to all buyers and consumers? Why or why not?

b. What are some ways in which technology can effectively help reduce food waste in your country?

c. How can AI inabilities affect your area of work or study the most?

d. In your view, what are the worst ways in which recalls can affect a company?

1**Read the text and mark True (T) or False (F). Justify the false statements.**

A hyperloop is a high-speed, long-distance transportation system in which vehicles (pods) with no wheels move through low-pressure tubes with minimal friction or aerodynamic drag, potentially reaching speeds of over 1200 km/h while using less energy than either air or rail travel. Instead of wheels, pods use magnetic levitation and electromagnetic propulsion to glide through the tube. The whole system is electrically powered.

The tube is sealed, and air is pumped out to create a vacuum inside the tube. This minimizes air resistance as the pod moves through the tube. Electromagnets levitate the pod, making it float or hover above (or below) a guideway. This minimizes friction since the pod does not touch any surface inside the tube. Then a pair of linear induction motors, one along the pod and one along the guideway, interact with each other electromagnetically to propel the vehicle through the tube.

Adapted from: Technical English 2nd edition. Level 4, page 46.

a. Hyperloop pods use wheels for propulsion.

b. The hyperloop system is primarily powered by gasoline.

c. Electromagnets are used to touch the surfaces inside the tube to reduce friction for pods.

d. Linear induction motors are used to propel hyperloop pods through the tube.

2 Complete the interview.

Interviewer

The hyperloop project is considered by many an innovative long-distance transportation system that can change the way people travel. How do you envision the future of the hyperloop?

Interviewee

Interviewer

Projects like the hyperloop tend to have their pros and cons. In your view, what are the environmental benefits of the hyperloop system?

Interviewee

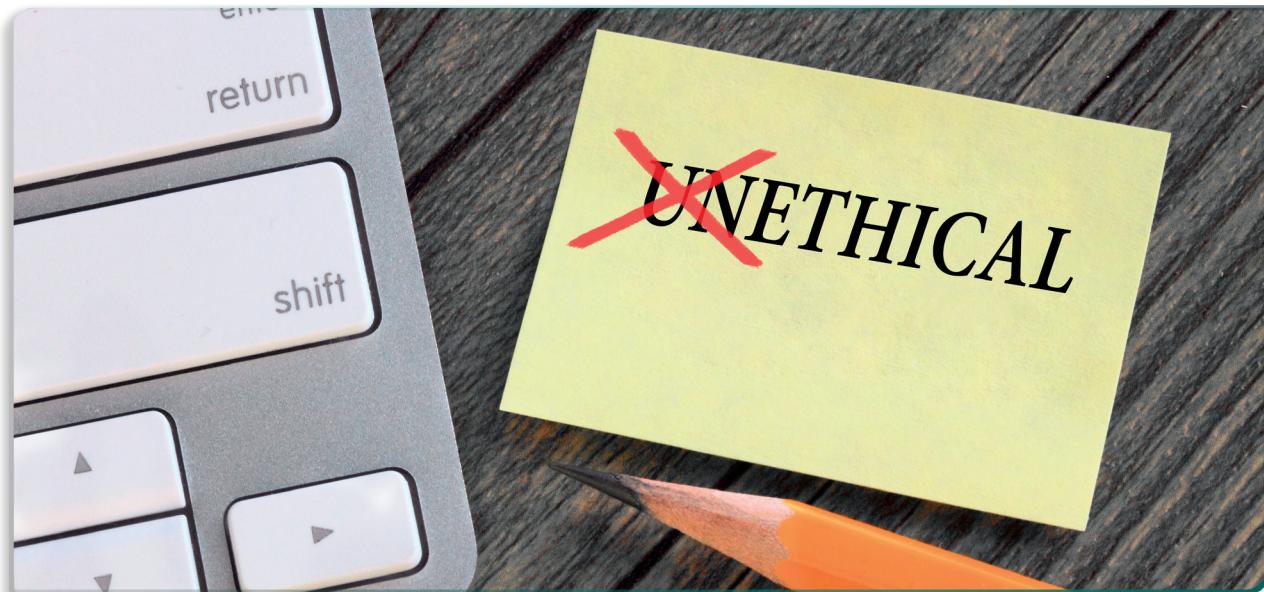
3 Choose the correct option.

- a. **Induction / To propel** is the process by which electricity is produced in one object by another that already has electrical or magnetic power.
- b. **Aerodynamic / Friction** is the natural force that prevents one surface from sliding easily over another surface.
- c. Something **linear / magnetic** involves a series of connected events that move or progress from one stage to the next.
- d. A **drag / convoy** is a group of vehicles or ships traveling together, sometimes in order to protect one another.
- e. **Drag / Friction** is a resistance force against motion in a fluid or gas.
- f. **To propel / To coin** means to push something in a particular direction.

1

Read the text and complete it with the words from the box.

bully | business | coerced | forcing | harasser | misdeeds |
most | treat | unethical | with



The _____ difficult kind of ethical situation is one where you feel angry and helpless as a result of someone else's _____ or manipulation. You didn't ask to be pushed around, but you are. One minute, you're minding your own _____, and the next minute, you're being _____ to lie or are bullied by someone else.

In any conflict that involves the _____ act of one person toward another, the helpless one asks the question, "How can someone treat another person like that?" You just shake your head and shudder at what's going on in the mind of that person. It's the same question a child asks about the playground _____. "How can a person be so mean to someone else? Doesn't he or she have any feelings?" On the other side, maybe you found yourself in the position of _____ someone else to do something unethical. What were you thinking?

Let's go inside the mind of the unscrupulous _____. You can psychoanalyze his inner rage, insecurities, past negative experiences, or plain ignorance, and come up _____ all sorts of theories as to what's behind this behavior. But put those issues aside for a moment and imagine how he perceives the other people in his life. How does he view people around him? How can he _____ people so badly and sleep well at night? These questions lead us to the fundamental principle of human value. The value you place on certain individuals will show in your behavior toward them.

Extracted from: <https://app.boclips.com/videos/62bc20edc84bba60bedd3ae0>. Accessed on October 26, 2023.

2**Choose the correct options to complete the sentences.**

a. If someone _____ something, it means that they want to do it.

wishes to do

wishes they had done

b. An _____ person behaves in an unfair or dishonest way.

unscrupulous

intrinsic

c. If someone faces a situation with no immediate solution, they might _____ terrible or difficult.

be entitled to do something

resort to doing something

d. Being part of the nature or character of someone or something is called _____.

intrinsic

beneath

3**Describe a harasser using the words from the box.**

harm | offensive | repeated | to engage | unethical | unpleasant

1**Read and match the meanings.**

I think recovering from betrayal may require time, introspection, and sometimes forgiveness, but it also serves as a vivid reminder of the importance of trust and the fragility of human bonds. **It's my recommendation** to take your time to heal from betrayal. Reflect, forgive when you're ready, and remember the importance of trust in relationships.

Would you allow me to say something? I strongly believe that the action of retaliating against someone occurs when individuals encounter harm or perceived transgressions and respond with similar actions, often driven by assumptions or a desire for revenge. So, believe me, it can perpetuate a cycle of harm.

We should consider different scenarios. For example, the confidence they have in others' honesty and reliability are the cornerstone of strong relationships, whether personal or professional.

I understand your point, and I think methodical people often encounter a range of assessments, both favorable and unfavorable. They are frequently seen as trustworthy and meticulous in work-related situations, **yet they may also be** viewed as inflexible or excessively careful, which can impede advancements and interpersonal connections.

- a. It's my recommendation...
- b. Would you allow me to say something?
- c. We should consider different scenarios.
- d. yet they may also be...

- to take different possibilities into account
- to ask for permission
- to indicate a contrast of ideas
- to give someone some advice

2**What's your opinion?**

- a. What do you think makes a person trustworthy?

- b. How does a person's behavior unveil their character?

- c. How can inconsistency in behavior affect an individual's life?

- d. How can assumptions influence how we see someone's life?

3**Complete the interview.****Interviewer**

Betrayal can be devastating, shattering trust and leaving deep emotional scars that can take a long time to heal. How do people cope with the consequences of betrayal?

Interviewee

Interviewer

People may betray others for a number of reasons. Would you say that a person who has betrayed someone for any reason is not trustworthy at all? Why or why not?

Interviewee

1**Read the text and mark true (T) or false (F). Justify the false statements.**

Bluntly put, true happiness is intrinsically tied to a sense of accomplishment. Achieving success is the proof that naturally satisfies our efforts and aspirations. It's a deep-rooted human desire for validation and progress. By nature, we are goal-oriented beings. From early hunters tracking down prey to modern individuals climbing prestigious corporate ladders, there's a drive to succeed. The joy in achieving a goal, no matter how big or small, is unparalleled because success often justifies the time and energy spent, and the sacrifices made. Without these timely markers of success, individuals may be forced to cope with feelings of stagnation, worthlessness, or a lack of purpose, feeling unfulfilled. Success is celebrated and sought after in most cultures, making it intrinsically linked with happiness. But while happiness is subjective, the human psyche develops on acknowledgment, growth, and achievement, making success a fundamental component of genuine joy.

- a. Becoming successful is the validation that naturally fulfills our hard work and desires.

- b. Most cultures seek and celebrate success.

- c. Without timely markers of success, individuals will certainly face feelings of stagnation.

- d. True happiness is intrinsically tied only to success.

2 Choose the correct answer.

- a. I don't think she will ever **get to unpick / get unpicked** her story.
- b. Do you think you can **get to / get** the keynote speaker ready in five minutes?
- c. Can you get that prestigious writer **attend / to attend** our event?
- d. I was astounded when he said that in order to get something **done / to doing**, he needs to do it himself.
- e. Bluntly put, we can't get everyone **work / to work** flat out as we do.
- f. She started sobbing when she found out he had **gotten caught / gotten to catch** in a web of lies.

3 Complete the sentences about someone you know.

- a. _____ usually sobs when _____.
_____.
- b. _____ is a prestigious _____, known for their exceptional talent.
_____.
- c. I blindly trust _____ because _____.
_____.
- d. _____ feels unfulfilled in their job due to _____.
_____.
- e. _____ has worked flat out to _____.
_____.
- f. _____ has astounded the audience with _____.
_____.

1**Read the text and mark True (T) or False (F). Justify the false statements.**

If you're considering traveling to a different destination, you might want to take a tip from novelist and poet Russell Banks. In the age of social media, selfies, and even selfie sticks, he talks about the differences between a traveler and a tourist.

According to Russel, one way to distinguish a tourist from a traveler is that a tourist carries a camera or a phone and takes pictures with one or both. A traveler carries no camera and uses his or her phone mainly to make occasional phone calls home or when lost for the GPS. "I used to carry a camera when I traveled, but almost never took any pictures with it and apologized when I returned home until I realized that my reluctance to point and click was really a reluctance to line up and edit and frame whatever I was seeing or hearing or smelling: the fall of the morning sunlight against the glittering sea, the crinkled face of an old woman selling spices in the market. It was, I believe, an instinctive reluctance to remove myself from my experience, an experience that could only occur far from home and habit, where the rules as much as the landscape were unfamiliar."

He adds, "To photograph was somehow to



reduce and domesticate my experience and, ultimately, kill it. I knew this, but still felt somehow apologetic for not having brought back a photographic record of the death of my experience."

Adapted from: <https://www.pbs.org/newshour/show/creating-travel-memories-russell-banks-prefers-words-images>. Accessed on October 23, 2023.

- a. Russell Banks suggests that carrying a camera or phone is a trait of a traveler.

- b. Banks used to carry a camera but rarely took pictures with it.

- c. Russell Banks preferred taking pictures to capture and preserve his travel experiences fully.

- d. He feels happy for not bringing back a photographic record of the death of his experience.

2**What's your opinion?**

- a. Do you agree with Russell Banks's statement about the difference between a traveler and a tourist? Is learning this difference important in the age of social media? Why or why not?
-
-

- b. How do you think photography helps to recapitulate significant events or emotions compared to other forms of visual expression?
-
-

- c. Do you believe that people can accurately distinguish their real memories from those influenced by photos? Justify.
-
-

- d. Do you think we should post most of the photos we take when traveling on social media? Why or why not?
-
-

3**Choose the correct option to complete the sentences.**

- a. We call _____ something that is not known to us.

- unfamiliar
 sharp

- b. _____ is what we call the regular exchange of information between groups of people.

- Reluctance
 Liaison

- c. A person who moves from place to place and has no permanent home is called a _____.

- wanderer
 traveler

- d. When someone repeats precisely the same journey that someone else has made, we say that they _____ it.

- retrace
 recapitulate

1**Read the text and find the sentences that disprove the beliefs.**

Ninety-two-year-old Joy Ryan and her grandson Brad Ryan have spent the past seven years crisscrossing the U.S. with the goal of visiting every national park. Grandma Joy's Road Trip, as they call it on social media, began after Brad found out his grandmother had never seen a mountain before. And that started them on a trip of a lifetime. They both have been steadily chipping away, visiting every one of the 63 national parks.

When asked about what prompted this idea, Brad mentioned an innate desire to make sure that the sunset of his grandmother's life was filled with as many memories as they could pack in. He adds, "Because she had a willing spirit, and she showed that she still had a lot of adventure left to live." When they went on that first trip by climbing mountains, camping, and enjoying all of the things that blew him away, he didn't see any reason to stop.

Brad Ryan adds that they didn't know what they were getting into until they were thrown into



it. They arrived at the Elkmont campground in the Smokies at around 1:00 or 2:00 a.m., and rain was pouring down. They ate a lot of ramen noodles on a budget when they made their 28-day camping trip around the Lower 48 for the first time. But as they say, it was nothing but joyful.

Adapted from: <https://app.boclips.com/videos/636386960a25363858274f41>. Accessed on October 23, 2023.

- a. Older people like Joy seem to never enjoy adventure or be willing to engage in outdoor activities.
-
-
-

- b. Traveling the way Brad and his grandmother did is just exhausting as they need to eat on a budget and face bad weather.
-
-
-

2**Complete the answers to the questions. Follow the model.**

*What mountains has she visited so far? (**seem – only the Rocky Mountains**)*
She seems to have only visited the Rocky Mountains.

- a. How many times have they crisscrossed the country? (**appear – twice**)

It _____

- b. What happened to those tourists in the forest? (**appear – get lost**)

They _____

- c. What joyful experiences has she had? (**seem – lots**)

She _____

- d. How many tasks can he pack in? (**seem – able – multiple tasks**)

He _____

3**Choose the correct meaning of the words in bold to complete the sentences.**

- a. When you are a **willing** person, it means that you _____.

are ready, eager, and motivated to engage in a particular activity
 are avoiding or postponing doing a particular activity

- b. If you do something **steadily**, it means that you are _____.

performing the action consistently
 working on an activity with long or short breaks

- c. **Innate** is a quality that you _____.

are born with
 develop throughout your life

- d. **Miraculous** is something _____.

that has been carefully planned or arranged
 very good, completely unexpected

1

Read the text and complete it with the words from the box.

birthplace | cornucopia | get | immersion | journey |
snowfall | truly | unravel | wandered | where



Have you ever been to Osaka? Would you like to visit this vibrant city filled with delicious cuisine and a rich culture? Keep reading to find out more about my experience at the _____ of many traditional performing arts in Japan.

My trip to Osaka was truly a _____ of a lifetime, and whoever has been there is likely to agree with me. As I _____ through the vibrant streets of Dotonbori, I watched the city's culture and history _____ before my eyes. Going off the beaten path led me to hidden temples and calm gardens, _____ the serenity was a stark contrast to the bustling city.

And then there was the unexpected _____, making the city even more beautiful. It felt like a dream. The cuisine was a _____ of flavors, from Takoyaki street to Michelin™-starred sushi.

I believe that all you need to enjoy a trip to the fullest is to _____ to know the culture of a place and the citizens who live there. Together, cultural _____ and connecting with the locals open the door to a deeper understanding of the destination, transforming your journey into a _____ authentic and enlightening adventure.

2**Complete the sentences about someone you know.**

- a. _____ has been acting oppressively _____
-
- b. _____ could become an impressive artisan and also _____
-
- c. _____ is the most discreet person _____
-
- d. _____ has followed in their parent's footsteps and _____
-
- e. _____ always keeps an eye out for _____
-
- f. _____ is really good at unraveling and solving _____
-

3**Rewrite the sentences using the words in parentheses. Follow the model.**

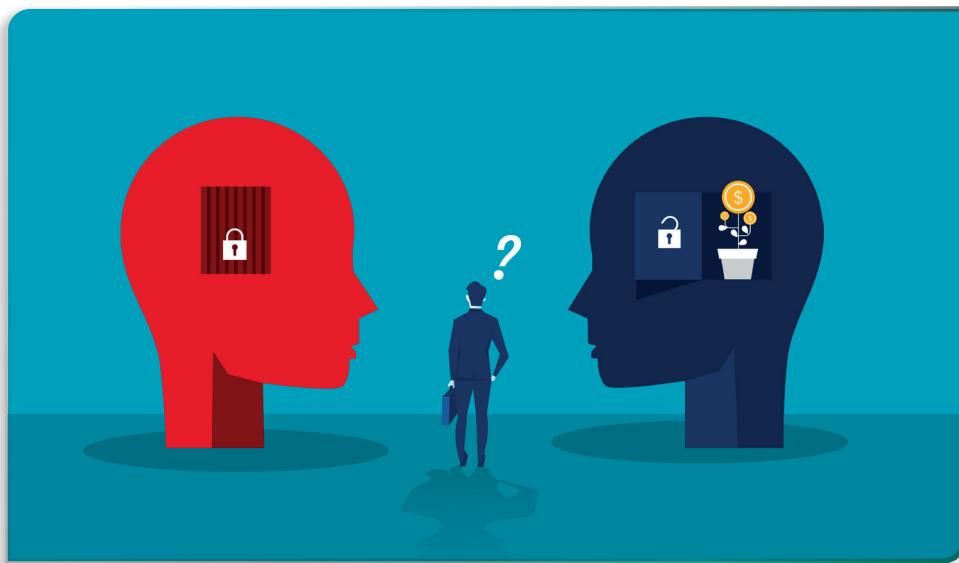
*I started studying photography to **emulate my dad's path**. (to follow in someone's footsteps)*

I started studying photography to follow in my dad's footsteps.

- a. I had **planned my future** carefully, but it turned out to be different. (**to map out**)
-
-
- b. The fact that he was so oppressively controlling really **disappointed me**. (**to let down**)
-
-
- c. My hiking trip was **canceled** due to the road works on the cobbled roads. (**to call off**)
-
-
- d. You can buy your goods from the artisan and **return them** if you're not satisfied. (**to send back**)
-
-

1**Read the text and complete it with the words from the box.**

achievements | applaud | cultivate | fixed | in |
mindsets | out | switch | through | who



There are two types of _____ we can _____: one that embraces problems as opportunities to learn and one that avoids them, often out of the fear of failure. People who avoid conflicts can be described as having a _____ mindset. Those who see problems as interesting challenges have a growth mindset. Sometimes, we like to make a _____ from one to the other.

People have a fixed mindset because they believe that basic qualities like intelligence or talents are fixed traits, and that these traits are responsible for success. They often like to document past _____. With a growth mindset, people believe that new abilities can be developed _____ practice. This view creates the love for learning that most great leaders and artists have in common. For them, life becomes an exciting journey with endless opportunities to figure _____ new things and advance.

To develop a growth mindset, Dr. Carol Dweck, the Stanford University professor _____ coined the term, advises leaders, teachers, and parents to celebrate trying. Teachers should _____ students for any grade if they studied hard. Parents should encourage the children to develop any new skill they are interested _____. Doing this will make them learn the skill of learning, which will also help them back in the classroom.

Adapted from: <https://app.boclips.com/videos/5e15d468cdc1f47e7c0b6298>. Accessed on October 24, 2023.

2**Choose the correct option to complete the sentences.**

a. _____ involves expressing negative opinions about someone or something.

- Outcome
 Criticism

b. If you feel _____ by someone or something, it means that you perceive a potential harm, danger, or challenge posed by that person or thing to yourself.

- threatened
 fixed

c. We say something is _____ when it is useful and helpful, likely to produce good results.

- threatened
 constructive

d. Something _____ is too basic and straightforward.

- simplistic
 fixed

3 Rewrite the sentences using the words in parentheses. Follow the model.

*Despite trying hard, the obstacles appeared to increase over and over again. (**much as he tried**)*

Much as he tried, the obstacles appeared to increase over and over again.

a. Although the manual looks very simplistic, I still can't figure out what it says. (**simplistic as the manual looks**)

b. Even though they have been trying very hard, my team is struggling to cultivate constructive peer-work. (**hard as we have been trying**)

c. Despite his fixed mindset, he's still curious about the growth mindset theory. (**fixed as his mindset is**)

d. Although she really tries not to, she still puts a lot of pressure on her co-workers. (**much as she tries not to**)

1**Read and match the meanings**

Fine and gross motor skills refer to the ability to do actions that require the use of large body parts and large body movements. **For your better understanding**, fine motor skills involve precise movements of smaller muscle groups like those in the hands, while gross motor skills involve larger body movements using bigger muscle groups.

Are you kidding me? Are you telling me that our cognitive abilities can't be stimulated and improved through many different activities? Repeating these activities several times may feel awkward at first, but with consistent practice, they can improve our cognitive functions.

When I say that building muscle memory is not something that happens in the muscles themselves, I mean that it happens in our brains the first time we learn something new. **Did I make myself clear?**

Well, **in my view**, it's not only the required amount of repetition and time that makes an activity become ingrained in muscle memory. Other factors may influence the speed at which muscle memory is developed.

- a. For your better understanding is used to express that something seems absurd
- b. Are you kidding me? is used to help someone understand something more easily
- c. Did I make myself clear? is used to express your opinion on something
- d. in my view is used to check the listener's comprehension

2**What's your opinion?**

- a. In your view, to what extent do perceptual signals contribute to our daily experiences and interactions with the world?

- b. What is your perspective on the role of neural pathways in developing muscle memory?

- c. Do you think programming your muscle memory influences your learning process for different activities? Justify.

- d. How much social interaction can stimulate cognitive abilities for personal growth?

3**Complete the sentences about someone you know.**

- a. _____ would have failed in his/her attempt to _____ if he/she _____.

b. _____ might have had problems developing his/her fine motor skills because _____.

- c. _____ exhibits excellent perceptual skills, allowing him/her to _____.

_____.

- d. _____ has stimulated me to _____.

_____.

- e. _____ never misses the opportunity to make something good happen, regardless _____.

_____.

- f. _____ makes _____ seem to be second nature to him/her.

1**Read the text and mark true (T) or false (F). Justify the false statements.**

Firms navigating through turbulent markets face many challenges, such as how to develop their executives to effectively manage the range of diverse threats and opportunities that volatile markets generate.

The Chinese appliance maker Haier™ has risen from a nearly bankrupt collective enterprise 25 years ago to one of the most successful companies in China. Haier™'s leaders have done many things well, among them deploying a productive system of formal executive education designed to produce versatile general managers.

Their senior executives bring current problems or opportunities to weekly training sessions and work in teams to discuss individual challenges, explore possible solutions, and discuss how best to implement proposed changes — reporting results back in later sessions. Faculty mixes executives from different functions, business units, and provinces to increase the diversity of viewpoints and periodically rejigs the teams to keep them fresh.



Adapted from: Don Sull/Financial Times. Market Leader Advanced, p. 16.

- a. Haier™'s executive education system is primarily focused on theoretical knowledge rather than practical application.
-
- b. The weekly training sessions for Haier™'s senior executives involve collaborative problem-solving and solution implementation.
-
- c. The diversity of viewpoints in Haier™'s executive education program is maintained by mixing executives from different backgrounds and periodically reorganizing teams.
-
- d. Teams in the training sessions are made up of executives from the same department.
-

2 Choose the correct meaning of the words in bold to complete the sentences.

- a. If you **deploy** something, you _____.
- keep it where it is
 make it operational or put it into use
- b. When you say something is **pejorative**, it means that it _____.
- is complimentary or approved by others
 implies disapproval or criticism
- c. When you are able to **connect the dots**, it means that you _____.
- can discern or understand the underlying idea
 are having a hard time understanding something
- d. When you use the expression **in a perfect world**, it means that you are _____.
- expressing an idealistic scenario or situation
 considering moving to a place that sounds like a dream to you

3 Complete the interview.

Interviewer

Without a shadow of a doubt, you seem to have the skills of a successful entrepreneur. Can you describe your pathway to success regarding integrating theory and practice?

Interviewee

Interviewer

It's widely known that one of your businesses has already gone bankrupt. Given the choice, would you have done anything differently?

Interviewee

1**Read the text and complete it with the words from the box.**

against | by | city-state | Empire | joined | mainland |
on | plains | society | values



Have you ever wondered how our modern _____ got started? Where did ideas for our government, our ways of thinking, even our sporting events come from? Many of our ideas were influenced by the civilization of ancient Greece. What's really amazing is that this incredible civilization existed about 2,500 years ago.

The ancient Greeks created a way of life that was admired and copied _____. people around the globe. At its peak, the ancient Greek civilization covered quite a bit of territory. It got its start in _____ Greece and the Greek islands. The ancient Greeks also lived along the west coast of what is now the country of Turkey. They also settled in colonies along the Mediterranean Sea coast. The land in this area is largely made up of mountains and sea. The areas that were most useful for farming were found in the valleys or _____ islands.

Cities were established in these valleys and along the coastal _____. These cities only influenced the area immediately around them because they were cut off from others by mountains and sea.

Each unique area was known as a _____ or polis. A polis usually included the city and the fields and villages that surrounded it. Polis often shows up as a prefix or suffix in some of our English words, like "metropolis" or "Indianapolis."

The residents of the city-states were all Greek, so they shared some customs. However, each city-state was different and held its own _____. Some city-states fought _____ one another, while others _____ forces to fight a larger enemy, the Persian _____.

Adapted from: <https://app.boclips.com/videos/5df13909801f071191aaa3d9>.
Accessed on November 9, 2023.

2**Rewrite the sentences using the words in parentheses. Follow the model.**

— *Each city-state of ancient Greece developed its own culture. It influenced the surrounding cities.* (**developing**)

— **By developing its own culture, each city-state of ancient Greece influenced the surrounding cities.**

a. The Greeks settled along the coasts of Turkey. They formed colonies to expand their influence. (**settling**)

b. Each area was known as a city-state or polis. It included the city and the fields and villages that surrounded it. (**being**)

c. The ancient Greeks created a well-organized way of life. That's why people around the world copied them. (**for creating**)

d. The ancient Greeks preserved historical monuments. This is how they proved their determination. (**by preserving**)

3**Complete the interview.****Interviewer**

As a specialized ancient Greek historian, could you share your knowledge of how ancient Greece largely influenced modern society?

Interviewee**Interviewer**

So, of the influences you mentioned, how do you perceive the legacy of ancient Greek civilization in today's politics?

Interviewee

1**Read the text and mark true (T) or false (F). Justify the false statements.**

In 1918, a devastating pandemic known as the Spanish flu swept across the world. It was over five times deadlier than World War I, claiming an estimated 100 million lives compared to the 18 million lives lost in the war. After the pandemic ended, it triggered major changes in medical care in nations all across Europe. European governments realized that public health is far too complex to treat as just an individual challenge, leading them to convert to universal healthcare systems. They began offering healthcare at no out-of-pocket cost to individuals, with expenses covered by taxes or other mechanisms.

In 1666, London faced a devastating fire that destroyed 80% of the city, alongside a plague outbreak. Despite the death and destruction, England's scientific community played a crucial role, with figures like Robert Hooke, Christopher Wren, and Isaac Newton contributing to rebuilding efforts through scientific innovation and discovery.

During the Great Depression of the 1930s, the United States found itself in the midst of a severe economic crisis. President Herbert Hoover's reluctance to interfere with the economy and a protectionist trade strategy had little effect in stopping the crisis's growing impact, leading to high unemployment rates and economic instability. In contrast, President Franklin Delano Roosevelt implemented various programs collectively known as the New Deal to address the economic challenges, including initiatives to stimulate the economy, provide social security, and reform banking and international trade. They expanded the government's size, scope, and influence over the economy, aiming to alleviate the burden of the Great Depression and prevent similar crises in the future.

Adapted from: <https://app.boclips.com/videos/60eec40cf62ce32f5b847707>. Accessed on November 9, 2023.

a. The Spanish flu pandemic claimed 100 million lives, making it as deadly as World War I.

b. The pandemic triggered major changes in medical care in Europe.

c. President Herbert Hoover implemented the New Deal programs to address economic challenges and expand government influence.

d. The New Deal was exclusively created to stimulate the economy.

2**Choose the correct option to complete the sentences.**

- a. I don't _____ that one of Africa's most famous landmarks is Mount Kilimanjaro.
- find it surprising
 find surprises
- b. They find it fantastic that the country had a remarkable _____ in public health.
- turnaround
 landmark
- c. The pandemic _____ continents, leaving devastation.
- conducted
 swept across
- d. The society wasn't patient. They couldn't _____.
- interfere
 bide their time

3**What's your opinion?**

- a. What's the most devastating event humanity has ever gone through, in your opinion?

- b. What do you believe are the consequences of political missteps in public health?

- c. How do you think enforcing antitrust regulations impacts consumers' choices and prices in the market?

- d. What do you believe should be done to prevent an epidemic from sweeping across a country?

1**Read and match the meanings.**

The scientists' putative explanation regarding the incubator **does appear** to be akin to other theories. However, further research is needed to confirm its validity.

I'd dare to say that these geneticists' discoveries will revolutionize our understanding of heredity and human biology, paving the way for transformative advancements in medical treatments and genetic technologies.

I wouldn't go as far as to say you're completely wrong about your comments on evolutionary theory, but it's inappropriate to cast aspersions on all research based on isolated criticisms.

I know you praise your expertise as a geneticist with rigor, but **it's a bit unclear to me** whether you have been considering long-held studies. Bear in mind that scientific advancement often relies on the established knowledge and insights gained over time.

- a. does appear
- b. I'd dare to say that
- c. I wouldn't go far as to say
- d. it's a bit unclear to me

- is used to make a bold statement
- is used to express uncertainty or confusion about something
- is used to show moderate position about an idea
- is used to emphasize an idea about one's impressions

2 Choose the correct meaning of the words in bold to complete the sentences.

- a. If you **have a temptation**, you have _____.
- a strong hope or wish to do something soon
 a strong desire even though you know you should not
- b. When you **cast aspersions on something**, it means that you are _____.
- making critical or damaging remarks about it
 criticizing someone or something in a strong but effective way
- c. When you provide **all the ins and outs** of a situation, you _____.
- overcomplicate it or create issues not to be involved in it
 provide all the exact details of it
- d. If different ideas or aims **converge**, it means that they _____.
- unite toward a common goal
 contrast or are different from each other

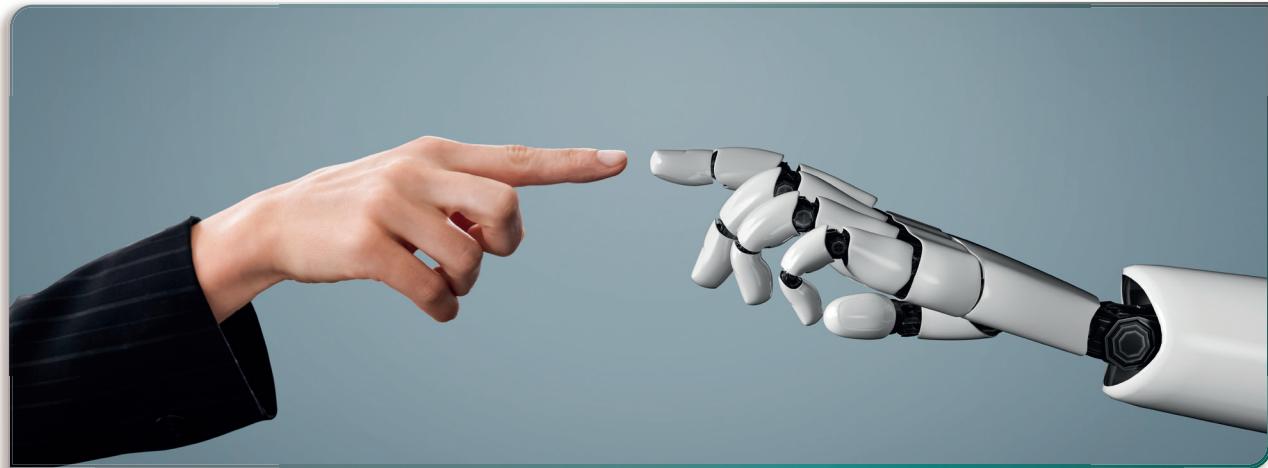
3 Complete the sentences about someone you know.

- a. _____ is undeniably a temptation when it comes to _____.
- _____.
- b. I don't, but _____ does analyze the ins and outs of _____.
- _____.
- c. _____ says that one of the most evolutionary _____ is _____.
- d. One of _____'s long-held traditions does seem to be _____.
- _____.
- e. _____'s ideas and mine converge when it comes to _____.
- _____.
- f. _____ has already _____ with great rigor.

1

Read the text and complete it with the words from the box.

brainchild | captivating | down | humans | if | interfaces |
lifelike | of | redefine | ubiquitous



Sophia is the _____ of David Hanson and his team at Hanson Robotics™. She may look incredibly _____ and sound just like you or me, but she's actually a robot. She's carried on conversations with some of the world's top officials, and she's even been awarded citizenship by Saudi Arabia.

What makes Sophia so _____ is the way she nails some of the finer details of what it means to be human, like personality and facial expressions. And in doing so, she forces us to _____ how we think of robots and their role in our lives. David Hanson believes the key to making them truly _____ boils _____ to character. He says that consumers are starting to adopt robotics in a very exciting way—the industry has been for some time now. So now, voice-based _____ are considerably more prevalent, and we have a lot of smart speaker technology that can bring AI into the home, which is increasingly providing useful services to people in their homes.

Voice is a kind of natural interaction, but _____ interact with facial expressions, gestures, and eye contact; this is a very powerful mode _____ communication. Very high bandwidth communication, if you will, meaning that we can get more thoughts through, we can connect. So, _____ we can take AI and robotics and transform them into a more complete natural interface, then these products can be more meaningful in our lives.

Adapted from: <https://app.boclips.com/videos/617c12611336311a845672fe>. Accessed on November 22, 2023.

2**Choose the correct option to complete the sentences.**

- a. The issue was easier after you _____ to the essential components.
- boiled it down
 analyzed
- b. The company is known for _____ of the robotics industry.
- being lifelike
 being at the forefront
- c. Robots will become _____ soon, which means that nearly everyone will own one.
- captivating
 ubiquitous
- d. The philanthropist's _____ support helped the local businesses.
- benevolent
 lifelike

3**What's your opinion?**

- a. Who do you believe will win the battle between the marketplace and online retail? Justify.

- b. What do you think about the role of the interface on AI devices?

- c. What will be the next technological device that will become ubiquitous, in your opinion?

- d. How profoundly do you think AI will transform the way we interact with technology? Justify.

1**Read the text and find the sentences that disprove the beliefs.**

Can digital technology and smart science help solve the world's food waste crisis? The United Nations has estimated that a third of all food produced is wasted or lost. But some entrepreneurs and scientists think emerging technology could help stop the rot. U.S. food waste start-ups raised \$4.8 billion in 2021, 30 percent more than they raised in 2020.

Some of the innovations are designed to help farmers. Apps like Plantix™ can identify pests or diseases early. Image recognition technology is used to diagnose any problems in the field. The app then links growers to plant experts so that crops can be saved before they're ruined. Globally, around 20 percent of food is wasted at the farm. But businesses like San Francisco-based Full Harvest™ aim to find new buyers for rejected and surplus produce.

But innovation alone is no magical solution. Cost can be a barrier to implementation. For example, Kroger™, the largest supermarket chain in the U.S., said shoppers were not willing to pay more for fruit with an edible plant-based coating designed to keep it fresh, and ended its deal with Apeel Sciences™, the product's maker, last year. Another limitation is that close to 30 percent of food waste occurs in the home. But perhaps the greatest challenge facing innovators is that in many societies, we have normalized throwing away food we don't want to eat. And until that changes, the impact technology can have will always be limited.

Adapted from: <https://www.ft.com/video/78c92a3b-2346-4d66-a5cc-97c58e78e681>. Accessed on November 21, 2023.

- a.** According to the UN, there is a surplus of more than half of the food produced worldwide.

- b.** The only concern about the world's food waste crisis is the lack of innovation to facilitate the work of growers.

2**Choose the correct answer.**

- a. If I **don't waste / hadn't wasted** a surplus of food, I would have leftovers today.
- b. Growers **can / could** certify their product if they analyze the market conditions.
- c. If these berries **were / are** edible, they wouldn't have ruined the recipe.
- d. If innovation in shipment **improves / improved**, fresh food will last longer.
- e. If the pest problem persists, the market **would / will** end its deal with the farmer.
- f. We will only analyze the signs of rot if there **were / are** concerns raised about the food's freshness.

3**Complete the interview.****Interviewer**

You have created an app that is considered the latest innovation when it comes to helping growers do their job. If you could summarize the functions of the app in a few words, what would you say?

Interviewee

Interviewer

You have mentioned that your company is about to launch a device with smart sensors which is believed to reach the milestone of reducing food waste. What are the other long-term benefits of this device?

Interviewee

1**Read and match the meanings.**

It's undeniable that overexposure to loud noises may cause hearing impairment. Therefore, although **our viewpoints diverge** here when it comes to the effectiveness of such devices, it's crucial to protect our ears from prolonged exposure to loud environments.

I see what you mean, but I'd say that **unless** proactive measures are taken, occurrences will continually fall on deaf ears, impeding any chance of meaningful progress or resolution.

Of course, you're absolutely right about it, and **whatever action** I have to take to unearth the cover-up and support you, I will do it! We'll get to the bottom of this together.

I wonder whether that's the case. From my point of view, he is the main culprit in the contamination case. And honestly, if his negligence persists, it may soon reach the tipping point, resulting in irreversible consequences for the environment.

- a. our viewpoints diverge We use this word to introduce a negative condition.
- b. unless We use this phrase to show willingness to accept any course of action.
- c. whatever action We use this phrase to have a speculative thought about something.
- d. I wonder whether We use this phrase to say that two people have different opinions or perspectives.

2 Choose the correct meaning of the words in bold to complete the sentences.

a. A **particle** is _____.

- the smallest unit of something
- a very small piece of something

b. **Impairment** is _____.

- a condition in which a part of a person's mind or body is damaged
- a condition which makes it difficult for your body to heal

c. **Lead** is the name we give to _____.

- a soft, heavy gray metal
- a trace of something

d. If a person is **complicit** in something, it means that they are _____.

- pleased with a situation, especially something they have achieved
- involved in a situation that is morally wrong

3 Complete the sentences about someone you know.

a. _____ is constantly trying to dispel rumors about _____.
 _____.

b. _____ tends to be worried about overexposure to _____.
 _____.

c. _____ told me once about _____ cover-up.
 _____.

d. _____ was complicit in _____.
 _____.

e. _____ reported the occurrence of _____.
 _____.

f. _____ fell on deaf ears after _____.
 _____.

1

Read the text and complete it with the words from the box.

adopt | amended | lofty | longer-term | other |
shareholders | short | stakeholders | though | whole



Some time ago, the Business Roundtable™, which speaks for America's biggest companies, from Amazon™ to JP Morgan Chase™, provided a hint. The group _____ its two-decade-old declaration that corporations exist principally to serve their _____, to enshrine a fundamental commitment to all of our _____: customers, employees, suppliers, communities, and last in the list, investors.

Enthusiasts for companies with a positive purpose that goes beyond profit are clear. Companies that do not start paying more attention to their own staff, the communities they serve, and the environment as a _____ simply will not survive to be the companies of the future. Businesses that do _____ a broader purpose, on the _____ hand, will benefit from the reinforced enthusiasm and commitment of their employees and customers.

Critics point out, _____, that purpose is hard to define, let alone to measure. And there are other obstacles in the way of a permanent shift to a _____, purpose-led form of capitalism. Many asset managers and some asset owners still seek short-term returns and are rewarded accordingly. National and regional differences in corporate culture make it hard to apply a one-size-fits-all approach without antagonizing pure profit seekers in, say, the U.S., or long-termism in Europe. Then there's the threat of growing cynicism if companies disappoint by falling _____ of their _____ promises.

Adapted from: <https://www.ft.com/video/ec236fe1-0bdc-4b40-963c-a797fd0e496d>. Accessed on November 29, 2023.

2**Choose the correct option to complete the sentences.**

a. They said the technology that penalized the companies was _____, as it caused radical changes.

- renewed
 disruptive

b. Attempting the merger without the shareholders' approval would be a _____ decision. We need to think it through.

- lofty
 reckless

c. The shareholders, to whom we presented the facts and figures, mentioned the _____ between competing priorities and resources.

- stakeholder
 trade-off

d. That contract, in which I _____ two clauses to include additional safeguards for data protection, has been canceled.

- amended
 held to account

3**What's your opinion?**

a. How can companies effectively express a public declaration of their principles and values?

b. In what ways should companies hold their employees to account?

c. Do you believe companies should penalize reckless employees? If so, how? If not, why not?

d. Why do you think companies need to consider the opinions of both shareholders and stakeholders when negotiating?

1**Read the text and find the sentences that disprove the beliefs.**

Few would dispute that we should all recycle more and waste less. But when it comes to drink packaging, are national deposit return schemes, or DRS, the best way to cut litter and create a more circular economy? It's a question that's dividing opinion as Scotland moved to add an extra 20 pence to the cost of each bottle or can of drink in August 2023, which will be refunded on return to a shop or vending machine.

Similar schemes have been operating in Europe, North America, Israel, and parts of the Caribbean and Australia. Canada was the first to launch legally binding deposit returns in 1970. But it's Germany that tops the table in terms of DRS recovery. Ninety-eight percent of all drink cans, plastic, and glass bottles sold in Germany are returned. Norway ranks second in DRS recovery at around 92 percent.

Before Germany's deposit system was introduced in 2003, around 3 billion disposable drink containers were dumped across the country each year. Now, such waste is negligible as consumers seek to recoup up to 25 euro cents typically added to the price of every can and bottle. So what's not to like, especially in countries like the U.K., where more than 8 billion drink containers were wasted in 2019?

The designer of Scotland's DRS plan says the scheme should be funded by drinks producers, unredeemed deposits, and the sale of recyclable materials. But critics claim store owners and shoppers will face extra costs and inconvenience to process returns and that local councils will lose income as metals, glass, and other recyclables currently gathered from household rubbish collections are redirected to the DRS scheme.

Extracted from: <https://www.ft.com/video/626122f0-81c8-4542-94e165fd81b0c27e>. Accessed on November 30, 2023.

- a. In 2023, Scotland implemented a plan to increase the price of every bottle or can of drink, and customers receive twice the amount they paid as they return the bottle/can to a store or a vending machine.

- b. Someone involved in the DRS project argues that the government should be responsible for funding the plan.



2**Rewrite the sentences using the words in parentheses. Follow the model.**

The benefits of recycling must outweigh the inconveniences of the deposit return scheme. (to be / to)

The benefits of recycling are to outweigh the inconveniences of the deposit return scheme.

- a. Disposable containers will be implemented in our neighborhood. (to be / due to)

- b. The inconvenience of driving long distances to recycle our bottles will end soon. (to be / to)

- c. People keep dumping their drink containers, so the project will be suspended. (to be / due to)

- d. Residents' satisfaction must outweigh the inconvenience of long commutes. (to be / to)

3**Choose the correct meaning of the words in bold to complete the sentences.**

- a. A **binding agreement** is one that _____.

- must be obeyed and cannot be avoided
 cannot be imposed on someone else

- b. Something **negligible** is _____.

- very significant and must be respected or followed
 too small or insignificant to have any effect

- c. If something is **clear-cut**, it is _____.

- easy to understand
 unclear or hard to follow

- d. If something is **Disposable**, it is intended to be _____.

- used once and thrown away afterwards
 used as many times as possible until it is broken

1

Read and match the meanings.

You have a point here. The introduction of reciprocity, such as persuasion through mutual benefit, is optimistic. However, it's important to consider potential challenges that may arise in its implementation, such as ethical dilemmas, power imbalances, and cultural differences, **to name a few**.

Truth be told, companies that cut through the noise do show some consistency due to their strategic marketing efforts and strong brand presence in the market.

I'm sorry, but that's not always true. **I firmly believe** that such systematic approaches are not always practical, though they can be highly effective when implemented correctly.

Although I have a different opinion on the subject, **I will side with you on one point**. Such a time-pressed lifestyle is not healthy.

- a. to name a few
- b. Truth be told
- c. I firmly believe
- d. I will side with you on one point.

- to agree with someone about something
- to give some examples but state that more could be cited
- to express strong conviction
- to give your honest opinion

2

Choose the correct answer.

- a. It was the fact that the CEO debunked **such / such a** behavioral paradigms that surprised us all.
- b. **Such an / Such** advanced cognition of social perspectives means accepting cultural differences.
- c. Reciprocity and consistency resonate well **of such / in such** settings.
- d. After showing **such / such a** great persuasion skills, she convinced me to agree to choose a less time-pressed job.
- e. They finally conceded that they felt obliged to take **such / such of** strict measures.
- f. Persuasion in business is **such a / such** clear-cut tool **than / that** it can be used by marketers to influence behavior.

3

Complete the interview.

Interviewer

As someone experienced in strategic marketing, do you believe that persuasion strategies such as social proof, emotional appeal, among others, can effectively influence consumers? If you do, how so? If not, why not?

Interviewee

Interviewer

Now, let's explore the role of reciprocity in business. How do you believe reciprocity can help build an effective relationship?

Interviewee

1

Read the text and complete it with the words from the box.

contrary | frankly | intrinsic | satisfying | socially | straightforward | undermine | while | who | why



Motivation is the experience of wanting something or wanting to avoid it. When we study how we get motivated to learn, develop, and succeed, we can identify two _____ forces: extrinsic and _____ ones.

On the one hand, we want to belong, desire to be loved, and seek to get the attention we think we deserve. We are motivated extrinsically by rewards in order to progress _____.

On the other hand, we _____ exploring things that are _____ in themselves when we disregard rewards. We are motivated intrinsically by a natural curiosity, which we follow because it feels right. The opinions of others don't matter.

Listening to our hearts can tell us _____ we are but not how to be happy among others. Listening to others can motivate us to be a part of their world but doesn't teach us if that world is ours. This is _____ it's probably good for the two to go together. Then we can learn what we want and get the feedback we need in order to stay motivated to explore new roads to a better society.

A large body of research shows that balancing the two forces is not _____.

One meta-analysis of 128 studies examined the effects of extrinsic rewards on intrinsic motivation.

_____ most rewards significantly undermine our intrinsic interest, positive feedback, which is an extrinsic motivator, inspires us to keep going. Quite _____, honest words of encouragement get us going, while money or gifts undermine our inner drive. What about you? Do you listen to your heart or the voices of society? And from your personal experience, which of the two eventually takes your decision?

Adapted from: <https://app.boclips.com/videos/604204191a940532b81aecd6>.
Accessed on December 9, 2023.

2**Complete the sentences about someone you know.**

- a. _____ has been a great motivator for me as _____.
_____.
- b. To my knowledge, _____ thinks _____ is almost unbearable.
- c. From what I can gather, _____ is the greatest admirer of _____.
- d. _____ always gives me (a) straightforward _____.
- e. _____ often becomes irritated when _____.
- f. The reality is that _____ finds their work as a/an _____ pretty satisfying.

3**What's your opinion?**

- a. Do you believe excessive criticism could undermine one's confidence? Justify.

- b. What are your thoughts on the conventional motivation techniques used in workplaces?

- c. What personal goals do you strive to achieve in your professional or personal life?

- d. What behaviors or circumstances are likely to make you feel irritated?

1

Read and match the meanings

I'd say that it would be perfectly fine if I boosted my career and amassed wealth in my early thirties. However, it's also important to prioritize personal fulfillment and well-being alongside professional success. Anyways, tell me about your views on personal and professional fulfillment. **What's your take on this?**

This is a topic that is close to my heart because I always tell people that **I'm not prone to** extravagance; I would never spend my money on unnecessary things. I was raised to practice frugality. However, I do believe in investing in experiences that enrich my life.

It's funny you should ask that because, to be honest, I strongly believe that working at thrift is the only way to quit living below my means. **What's more**, adopting a frugal lifestyle can help build financial security and provide a sense of peace of mind.

It is strongly believed that people who tend to amass money also tend to forget about the impact on their well-being. Yet, if we look at it from another angle, we can certainly see the importance of remembering that true wealth includes mental and emotional health.

- a. What's your take on this?
- b. I'm not prone to
- c. What's more
- d. It is strongly believed that

- to say you are not inclined to something
- to ask one's point of view on a subject
- to express a very common belief
- to add an idea

2**Choose the correct option to complete the sentences.**

a. The _____ for the World Health Organization is WHO.

- acronym
 abbreviation

b. I needed to resort to a _____ from my savings account because I couldn't keep living so much below my means.

- deposit
 withdrawal

c. She was a great _____ as she gave me her expert advice on how to proceed.

- admirer
 advisor

d. I have a _____ desire to achieve success in this business field.

- thrift
 newfound

3**Describe *frugality* using the words from the box.**

economical | food | money | quality | spending

1**Read the text and mark True (T) or False (F). Justify the false statements.**

It is estimated that the average social media user has 150 friends, but the average person is believed to have seven social media accounts. Friendships these days are not restricted to real-life interactions, nor are they restricted to one social media platform. Evidence suggests that quantity doesn't necessarily mean quality. In Dunbar's initial research, friendships were broken down into types. The average person had around 50 good friendships, 15 close friendships, and an intimate support group that usually consisted of just five people.

Current research has shown that although our average number of total friendships has increased, the number of close and intimate friendships we maintain has stayed roughly the same. Online friendships may be commonplace, but research suggests they are no substitute for the real thing. Why don't the online friendships we build become more intimate? It's possible they don't satisfy us—not in the same way that real friendships do. Researchers found that our number of real-life friends directly correlates with our well-being—the more friends you have in real life, the happier you are. However, they found no evidence that the size of our online friendships has the same effect. Even if our virtual friendship network grows far beyond Dunbar's number, it's still our real-life friendships that mean the most to us. The underlying issue making these virtual relationships seem less fulfilling could be emotional distance. Researchers found that people are happier and laugh 50% more frequently during face-to-face interactions than in online interactions.

Further research has shown that physical touch, like hugging, is also crucial for building social bonds. Video calls can bridge the gap to an extent, but it isn't possible to fully replicate physical bonding in a virtual world. Overall, research suggests that online relationships fail to reproduce the emotional and physical intimacy of real-life friendships, and they don't trigger the same feelings of well-being as real-world relationships do.

Adapted from: Modern Friendships: is more really better? / StartUp Level 8, p. 24-25.

- a. Today, people don't have exclusively online friends, neither do they interact with people only on one social media platform.
-
- b. Online friendships are thought to be a suitable substitute for real-life friendships.
-
- c. Video calls can usually fully replicate physical bonding in a virtual world.
-
- d. Research shows that online connections do not evoke the equivalent sense of well-being as interpersonal relationships in the physical world.
-



2

Rewrite the sentences using *neither/nor* and inversion in the second sentence. Follow the model.

*They aren't allowed to use their phones in the restricted areas. They can't shout in restricted areas.
They aren't allowed to use their phones in the restricted areas, neither/nor can they shout.*

a. His words don't show he's in favor of intimate relationships, and his actions don't prove it either.

b. It wasn't the kind of friendship we were used to. We couldn't consider it commonplace.

c. We don't have the same kinds of online friends. The numbers of online friendships aren't roughly the same.

d. The team didn't consist of experienced anthropologists. It didn't have anyone experienced in leadership.

3

Complete the interview.

Interviewer

As a highly skilled anthropologist, what would you say makes online relationships unable to meet people's social and emotional needs?

Interviewee

Interviewer

You have already defended your views on videoconferencing and how it impacts both personal and professional relationships, but what is the underlying reason people choose video calls nowadays?

Interviewee
