

Unit 7&8**Listening**

You will hear five short extracts in which people are talking about experiences of travelling.

Task 1: What advice does each speaker give about travelling?

Speaker 1 Speaker 2 Speaker 3 Speaker 4 Speaker 5

- A plan what you need to take carefully
- B explore a range of booking methods
- C participate in local cultural events
- D sample as much local produce as possible
- E learn some of the language
- F consider how belongings should be packed
- G keep a diary of travel experiences
- H carry sufficient funds with you

Task 2: What mistake has each speaker made about travelling?

Speaker 1 Speaker 2 Speaker 3 Speaker 4 Speaker 5

- A failing to check documents
- B booking a hotel in an unattractive area
- C failing to research a destination
- D forgetting some pieces of luggage
- E making a poorly-considered purchase
- F not allowing enough preparation time
- G turning down a travel opportunity
- H buying overpriced goods

Vocabulary and Grammar

Translate the words below from German into English or the other way round

1. jugendlich, kindisch
2. verwundbar
3. qualitativ
4. schlachten to
5. Notfall
6. Lebensraum
7. fare
8. ungeheuerlich
9. bedrohen to

Complete the sentences with the correct idioms from Unit 7 and 8

1. Some organisations, which may appear on of it to be very aware of their brand and very concerned about their reputation, are in real life much less sure-footed, much more tentative.
2. Although an honest and kind person, Maki was set in to the point of inflexibility. Because of this, her two marriages had ended in divorce.
3. The ambulance arrived in the time. If they had been 5 minutes later the patient would have died.
4. Psychosis is defined as a state of delusion and describes individuals who are out reality.
5. The 5 salesmen were all long in and had very old ideas. They had been in the same job for many years and new blood was badly needed.
6. For a few hours I kept myself at work sketching at my desk, but then I in to the temptation to merely enjoy nature without caricaturing her.
7. They fled the scene, clutching a stolen cash box, and made in a silver Mercedes EClass.
8. Self-made millionaires come from every life, with every level of education and skill, and with every difficulty, obstacle, handicap, and challenge to overcome that you could ever dream of. Some are young and some are old.
9. But the death most deeply deplored was that of Robert Rollock, principal of the University of Edinburgh, who was prematurely cut off in the of life and in the midst of extensive usefulness.

Complete the second sentence so that it has the same or a similar meaning to the sentence that is given.

a) We finished the poster on time. So now we can go out for a drink.

If we the poster on time we couldn't go out for a drink now.

b) They didn't explain how the tent was to be built. As a result, ours looked really flimsy.

If they how the tent was to be built, ours might not look so flimsy now.

c) She's a very talented artist. So they accepted her into art school.

If she such a talented artist they might not have accepted her.

- d) I can't see anything from back here. Why didn't we book better seats?
I wish we [] better seats
- e.) You have to be 1.50 to ride on this rollercoaster. Unfortunately, I'm too short for that.
If only I [] 1.50 tall.
- f) You always forget to switch the lights off when you leave the house.
I wish you [] always forget to switch the lights off when you leave the house.
- g) We should hide our beer bottles. Drinking in public is forbidden in this country.
If we [] our beer bottles we might be arrested.
- h) They spend all their money on luxury clothing. So they can't put anything aside for the future.
If they [] all their money on luxury clothing, they could put something aside for the future.

Complete the sentences with the correct words.

- a) Sometimes I wish [] this smart.
- b) Employees stated that they enjoyed [] a task with a minimal amount of monitoring.
- c) Suppose I [] all my money in shares in the 1980ies , I'd be rich by now.
- d) I think it is starting to rain. If only we [] our raincoats!
- e) Would you like to go out tonight? -I'd rather we [] at home, if you don't mind.
- f) I saw my ex on the street yesterday but he behaved as though [].
- g) The airconditioning in our flat has been broken for ages. It is high time they [] something about it.

Complete the second sentence in order to form a correct passive sentence with the same meaning and verb tense as the given sentence.

- a) When we arrived, they had already repaired our car.
When we arrived, our car [].
- b) Certain individuals have been using football grounds for the purpose of staging violent or racist demonstrations.
Football grounds [] for the purpose of staging violent or racist demonstrations.
- c). When they arrived at the social security office in Paris, the people there told them they had lost their rights.
When they arrived at the social security office in Paris, they [] that they had lost their rights.
- d). Many consider Maggi seasoning to be the first real brand product in the world.
Maggi seasoning [] by many to be the first real brand product in the world.
- e) Please wait while our employees are processing your request.
Please wait while your request [] by our employees.
- f) People say Viking warriors ingested toadstool mushrooms to get in a state of rage. (three possibilities)
Viking warriors [] toadstool mushrooms to get in state of rage.
[] Viking warriors ingested toadstool mushrooms to get in a state of rage.
Toadstool mushrooms [] by Viking warriors to get in a state of rage.

Decide if the following sentences, or parts of them, should be rewritten in the passive voice. If yes, choose the correct subject for the passive sentence, if no, choose 'no'.

- a) I told them I had called their office many times, but that they didn't accept the calls. []
- b) The plane was hijacked by a man, whom they haven't identified yet. []
- c) When we went for a walk in the forest, we encountered our neighbors with their dog. []
- d) They removed one officer of the Bengal army from the service on account of a gross abuse of official authority.
[]
- e) Recognition of emotions appears early in development and there are some universal aspects of emotional expressions that transcend culture. []

Write two passive sentences for each sentence that is given and use each of the two objects in the given sentence as the subject of a passive sentence. Keep the same verb tense as in the given sentence.

- a) Someone was handing out fake lists of candidates to people.
[] people.
[] out fake lists of candidates.
- b) They will send a letter to every governor.
[] a letter.
[] every governor.

Reading

You are going to read an article about a management theory book. Choose the answer (A, B, C or D) which fits best according to the text.

The new management gurus. What can animals tell us about business?

Bees. Ants. Reindeer. Not the usual topic of conversation at an average board meeting. But if Peter Miller's debut book, *Smart Swarm*, is anything to go by, the creatures could revolutionise the way we do business. In the latest in a series of books that challenge leaders to think differently, *Smart Swarm* explores the habits, actions and instincts of animals and how they can be applied to business. The book is set to become the most talked about in management circles after Miller, a senior editor at *National Geographic Magazine*, wrote an article on the subject a few years ago, which was read by 20 million people globally.

Geographic magazine, wrote an article on the subject a few years ago, which was read by 30 million people globally.

It follows a string of 'business thinking' books that have hit the shelves in recent years, all searching for new answers on how to run organisations effectively. Obliquity, published in March, told us that the most profitable companies are not the most aggressive in chasing profits. Wikinomics, a bestseller, demonstrated new models of production based on community and collaboration. Miller believes his book is the first time anyone has laid out the science behind a management theory. 'The biology of how ant colonies or beehives work are appealing models for organisations and systems that can be applied in a business context,' he says.

So how exactly can bees help run board meetings? 'By the way they work independently before they work together,' Miller says. 'Picture a huge beehive hanging on the branch of a tree, with about 5,000 bees vying for space and protection. They know their colony is getting too big and leaving them vulnerable. They must find a new home — and fast — but in a way that everyone agrees with. In today's business environment, managers need to be able to make the right decisions under huge amounts of pressure. Yet, it is clear that some of the best-paid leaders in some of the biggest organisations can get it dramatically wrong. How is it that they can fail to make efficient business decisions when a swarm of bees can make a critical decision about their hive in just a few seconds?'

According to Miller, 'swarm theory' can help managers in three simple steps: discover, test and evaluate. The bees first realise they have a problem. They then fly into the neighbourhood to find potential new sites. They come back and perform a 'dance' to get other bees to follow them. Eventually, the bees with the best dance attract the most votes — and a decision is made. Back to the board meeting. Managers that encourage debate, and then have a ballot over which idea is best, stand a better chance of getting it right, Miller says. The bee example tells you that you need to seek out diversity in your team. You need to have a way of gathering up very different approaches and ideas so you can make sure you pick the right one.'

Ants, in addition, can help businesses organise workflow and people. In an ant colony, there is no leader. Ants are self-organised, and respond to their environment and each other. One ant on its own could not raid a kitchen cupboard, but one ant telling the next one that it's worth following him to find food ends up creating a food chain. 'In an ant colony, you get the right number going in and out searching for food, you get the right number taking care of the babies,' Miller says. 'As a manager, this can tell you your hierarchy, your bureaucracy, is getting in the way of getting the work done.'

The airline industry has already flirted with the idea that ants can help make flying stress-free. Southwest Airlines, an American low-cost airline, was concerned its 30-year-old policy of letting customers choose where they sit once they boarded a plane was slowing down the process. By creating a computer simulation of people loading on to a plane, based on what ants would do, the company was able to show that assigned seating would only be faster by a few minutes. It was not worth scrapping their first-come, first-served policy, which was a key part of the company's brand.

Miller says: 'If you are concerned about surviving the next business cycle, in other words giving your company the resilience and ability to bounce back from challenges that you can't anticipate, then Nature is a great model.'

What does the writer say about Smart Swarm in the first paragraph?

- a. ☐ It concerns a topic that a great many people are interested in
- b. ☐ It reflects what is already happening in some businesses
- c. ☐ It is one of several books on animal behaviour and business
- d. ☐ It has already attracted a great deal of attention

Miller believes that his book differs from other 'business thinking' books because of

- a. ☐ its emphasis on practical action rather than theory.
- b. ☐ the ease with which the theory can be implemented.
- c. ☐ the evidence given in support of the theory.
- d. ☐ its focus on behaviour rather than profit or production.

In the third paragraph, the writer says that the behaviour of bees can show managers

- a. ☐ the consequences of making the wrong decisions.
- b. ☐ how to pinpoint exactly what a problem is.
- c. ☐ the need to act decisively when under great pressure.
- d. ☐ how to arrive at the correct conclusions very quickly.

According to the 'swarm theory', managers need to

- a. ☐ consider the effect of a decision on a variety of other people.
- b. ☐ accept criticism of decisions they have made.
- c. ☐ regard decision-making as a collaborative process.
- d. ☐ be able to persuade others that their proposed decisions are right.

The example of ants raiding a food cupboard illustrates

- a. ☐ the need to create the right kind of hierarchy and bureaucracy.
- b. ☐ the belief that aims can be achieved in various different ways.
- c. ☐ the effectiveness of employees making decisions for themselves.
- d. ☐ the differences between how managers and employees think.

Looking at the behaviour of ants caused Southwest Airlines to

- a. ☐ improve one of its practices.
- b. ☐ speed up one of its processes.
- c. ☐ retain one of its policies.
- d. ☐ increase customer choice.

1 verbleibende Versuche

Absenden

