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Grade:

LISTENING 9/10

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

## TASK ONE

For questions 21–25, choose from the list (A–H) what advice each speaker gives about travelling.

- |  |                         |
|--|-------------------------|
| A plan what you need to take carefully     |                         |
| B explore a range of booking methods       | Speaker 1 <u>D</u> 21   |
| C participate in local cultural events     | Speaker 2 <u>F</u> 22   |
| D sample as much local produce as possible | Speaker 3 <u>B</u> 23 ✓ |
| E learn some of the language               | Speaker 4 <u>H</u> 24   |
| F consider how belongings should be packed | Speaker 5 <u>C</u> 25   |
| G keep a diary of travel experiences       |                         |
| H carry sufficient funds with you          |                         |

## TASK TWO

For questions 26–30, choose from the list (A–H) what mistakes each speaker has made about travelling.

- |   |                         |
|---|-------------------------|
| A failing to check documents              |                         |
| B booking a hotel in an unattractive area | Speaker 1 <u>X</u> 26   |
| C failing to research a destination       | Speaker 2 <u>E</u> 27   |
| D forgetting some pieces of luggage       | Speaker 3 <u>G</u> 28 ✓ |
| E making a poorly-considered purchase     | Speaker 4 <u>A</u> 29   |
| F not allowing enough preparation time    | Speaker 5 <u>C</u> 30   |
| G turning down a travel opportunity       |                         |
| H buying overpriced goods                 |                         |

VOCABULARY 7/101. Translate the words from German into English or from English into German. 3.5/4

- |               |            |                      |                        |   |
|---------------|------------|----------------------|------------------------|---|
| a) verwundbar | vulnerable | e) reif              | mature                 | ✓ |
| b) schlachten | slaughter  | f) unerfahren        | inexperienced          | ✓ |
| c) lebensraum | habitat    | g) long in the tooth | nicht mehr der Jüngste | ✓ |
| d) qualvoll   | agonizing  | h) ease off          | abnutzen =             |   |

## 2. Complete the sentences with the correct prepositions (one or two). 2.5/3

- a) More than 150 000 people have lost their lives, whole communities have been wiped out ✓.
- b) Such a large fine should deter companies that might think they will get up to ~~X~~ such anti-competitive and anti-consumer practices.
- c) Unfortunately, the Senate diluted the bill by giving in to ✓ pressure from the railway companies.
- d) The prolific thief targeted more than 300 churches and community centres throughout Ontario and once made off ✓ with upwards of \$12,000 from one robbery.
- e) In all other respects the Archduke seemed cavalier about his personal safety, often shrugging off ✓ concerns for his protection.
- f) Some species, such as corals, are threatened with ✓ extinction, whilst others, the so-called invasive alien species, are becoming too abundant.

## 3. Complete the following sentences with the correct idioms. 1/3

- a) For the coal sector, the mine safety benefits cannot be overstated - it is literally a matter of life and death.
- b) Visitors to Canadian Virtual Hospice come from the prime of ~~X~~ life. They're patients, their families and friends, volunteers, health care professionals of all kinds, students, administrators and others.
- c) The stretcher can always be included on board; it is ready for use in next to ✓ no time and is compatible with all common rescue vehicles.
- d) His house was swept away in the flood and he was rescued in the course of a ~~X~~ time, clinging to the roof of the house as it was swept down the river.
- e) We could discuss what has happened or not happened in the past until we are the face, but the reality is that we have to be responsible and deal with the situation as it is now.
- f) Much of this progress has been achieved in the face of serious obstacles, such as logistic hurdles, administrative constraints, lagging capacity, coordination challenges, rising inflation and the resurgence of the conflict in Sri Lanka.

## C - GRAMMAR 13.5/19

### 1 Write two passive sentences for each active one. 1/2

\* of candidates

- a) Someone was handing out fake lists of candidates to passers-by.

Fake lists ~~\* candidates~~ were being handed out to passers-by. ✓

Fake lists of candidates were to be handed out to passers-by. ✓

- b) They will send a letter to every governor.

A letter will be sent to every governor. ✓

A letter is to be sent to every governor. ~~X~~



2) Which two of the following sentences should not be transformed into the passive form? Tick them and transform the other ones. Keep the same verb tenses whenever possible. 2.5/6

a. People say Gallo-roman warriors went to this spring to rest and to heal their wounds after battle. ✓

~~are said to~~ X

b. All of the respondents said that they were having difficulties in acquiring capital.

~~Difficulties were being had in acquiring capital.~~ X

c. I never realized that there was such a difference between aboriginal women's rights and non-aboriginal women's rights ✓

d. Certain individuals have been using football grounds for the purposes of staging violent or racist demonstrations. ✓

~~Football grounds have been being used for the purposes of staging violent or racist demonstrations.~~ ✓

e. 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 were thought they had lost their rights.~~ 0.5

f. Many consider Maggi seasoning to be the first real brand product in the world. ✓

~~Maggi seasoning is considered to be the first real brand product in the world.~~ ✓

3) Complete the second sentence so that it has a similar meaning to the first. 8/8

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

If we ~~hadn't finished 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 ~~had explained 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 ~~wasn't a very 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 ~~had booked better~~ better seats. ✓

e) You have to be 1.50 to ride on this rollercoaster. Unfortunately, I'm too short for that.

If only I ~~wasn't shorter than 1.50m~~ too short for that. ✓

f) You always forget to switch the lights off when you leave the house.

I wish you ~~wouldn't 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 ~~don't hide our beer bottles~~, we will get arrested. ✓

h) They spend all their money on luxury clothing. So they can't put anything aside for the future.

If they ~~weren't spending all their money on luxury clothing~~ they could put something aside for the future. ✓

5 Correct the mistakes in the following sentences and tick the ones that are correct. 2/15

- a. Sometimes I wish I ~~wouldn't be~~ <sup>wasn't</sup> this smart. ✓
- b. Employees stated that they enjoyed to be given a task ~~with~~ <sup>to</sup> a minimal amount of monitoring. ✓
- c. Suppose I ~~would have~~ <sup>have had</sup> invested all my money in shares. I'd be rich by now. ✓
- d. If only we ~~wouldn't have~~ <sup>hadn't</sup> forgotten our raincoats! ✓
- e. I'd rather ~~was~~ <sup>be</sup> at home, if you don't mind! ✓

## D – Reading 6 /12

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

- ☐ A It has already attracted a great deal of attention.  
☐ B It is one of several books on animal behaviour and business.  
☒ C It concerns a topic that a great many people are interested in.  
☐ D It reflects what is already happening in some businesses. X

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

- A the evidence given in support of the theory.  
B the ease with which the theory can be implemented.  
☒ C its focus on behaviour rather than profit or production. X  
D its emphasis on practical action rather than theory.

33 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 how to arrive at the correct conclusions very quickly.  
☒ D the need to act decisively when under great pressure. X

34 According to the 'swarm theory', managers need to

- A consider the effect of a decision on a variety of other people.  
B be able to persuade others that their proposed decisions are right.  
☒ C regard decision-making as a collaborative process. ✓  
D accept criticism of decisions they have made.

35 The example of ants raiding a food cupboard illustrates

- A the need to create the right kind of hierarchy and bureaucracy.  
B the differences between how managers and employees think.  
C the belief that aims can be achieved in various different ways. ✓  
☒ D the effectiveness of employees making decisions for themselves. ✓

36 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.



You are going to read an article about a management theory book. For questions 31–36, choose the answer (A, B, C or D) which you think fits best according to the text.

In the exam, mark your answers on the separate answer sheet.

## 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 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.'

