

Part A • Grammar, Vocabulary and How to ...

GRAMMAR

1 Complete the second sentence so that it means the same as the first. Use the words in brackets.

- He lost his brother's car keys.
What _____ his brother's car keys. (lost)
- She made a cake for his birthday.
What _____ a cake for his birthday. (made)
- George loves swimming in the ocean.
What George _____ in the ocean. (doing)
- Nabil goes to the gym to stay fit.
What _____ to the gym to stay fit. (go)
- Paola has a passion for poetry.
What _____ a passion for poetry. (is)
- The shopkeeper gave me too much change.
What the shopkeeper _____ me too much change. (did)
- I water the garden every morning before the sun rises.
What _____ water the garden every morning before the sun rises. (do)
- We want to tell you about a product that will change your life.
What _____ you about a product that will change your life. (do)
- They'll teach us how to be better parents.
What _____ us how to be better parents. (do)
- She was hiding from her teacher.
What _____ hiding from her teacher. (doing)

/10

2 Complete the sentences with the words and phrases in the box.

a few do doing do so get hadn't has
one so the same

- Danny hasn't got home yet, but Jessica _____.
- My wife had been to Thailand before, but I _____.
- We haven't got a car, but I wouldn't mind _____.
- I haven't got many plants, but I've got _____.
- None of them play sports regularly, but I _____.
- We should put our money together and _____ a flat.
- Cora's been eating more healthily and _____ more exercise.
- A: Do you think the directors are going to resign?
B: I don't think _____.
- Everyone else chose cheesecake for dessert, so I did _____.
- He threatened to cancel his gym subscription, but I don't think he'll _____.

/10

VOCABULARY

3 Complete the sentences with the words and phrases in the box. There are three words or phrases you do not need.

at all costs con disgraceful done thing fair
faking get away on top

- The referee's decision was _____. There's no way the ball was out.
- I think he's _____ his illness. He looks fine to me.
- They never play _____. They're always breaking the rules.
- You can't call teachers by their first name in the UK. It's not the _____.
- We need to win this match _____, otherwise we're out of the competition.

/5

4 Choose the correct words to complete the sentences.

- He was trying to **bend** / **fold** the rules of the game, but we didn't let him do it.
- Despite being the **favourite** / **underdog**, Walters managed to defeat the champion.
- The team was losing badly, but they didn't want to **concede** / **give** to their opponents.
- She's just **playing** / **wasting** for time and trying to delay the end of the match.
- She was put **away** / **off** by the fans shouting insults.

/5

5 Complete the sentences with words and phrases for industry competition.

- We hope that our new production methods will help us gain a c _____ e edge.
- The two companies were a _____ s until they merged fifteen years ago.
- We are hoping to f _____ e partnerships with other companies in the scientific sector.
- They want to o _____ o us, but they'll never be more successful than us.
- We expected more c _____ n from other firms, but no one was prepared to work with us.

/5

6 Match the sentence beginnings (1–5) with the sentence endings (a–e).

- 1 I know the rules of cricket inside ____
- 2 They suggested playing best of ____
- 3 When it came down ____
- 4 At this point, the players are neck ____
- 5 Just wait until the nerves ____

- a three, but we didn't have time.
- b kick in. You won't be so relaxed then!
- c and neck in the race.
- d and out, but I'm a terrible player.
- e to it, we weren't good enough to win.

/5

HOW TO ...

7 Choose the correct option (a, b or c) to complete the sentences.

- 1 We need to make some ____ which is why we are going to reduce the number of employees.
a cutbacks b efficiency c profitability
- 2 The company hopes that better training will improve our staff's ____.
a bankruptcy b productivity c turnover
- 3 We are launching a new ____ to improve relations with the local community.
a initiative b profitability c efficiency
- 4 The new shop assistant is ____ helping customers. He seems rude and unhelpful.
a useful for b useless at c ineffective for
- 5 Our new office is ____ more spacious than the old one.
a almost b nowhere near c way
- 6 The new advertisement is ____ more attractive than the last, but not a great deal.
a marginally b nothing like c equally
- 7 This cleaning product is especially ____ removing difficult stains from your clothes.
a effective in b useless for c valuable to
- 8 The latest version of the software is ____ as impressive as previous versions.
a considerably b every bit c a little
- 9 We visited the new theme park, but it was a ____ of time. Most of the rides were closed.
a loss b rubbish c waste
- 10 His skills and knowledge have been ____ our team. He has helped us greatly.
a ineffective in b invaluable to c unhelpful for

/10

Total: /50

Part B • Listening, Reading and Writing

LISTENING

1 [Audio UT2.01] Listen to Ed and Jessica talking about winning at all costs. Number the topics (A–E) in the order they are mentioned.

- A Success in sports has become a priority for some people. ____
- B The way coach Valorie Kondos Field used to train gymnasts. ____
- C A disappointing experience which Jessica has had recently. ____
- D Valorie Kondos Field's recommendations for training people. ____
- E Ambitious goals can have a negative effect on different people. ____

/5

2 [Audio UT2.01] Listen again. Are the statements True (T) or False (F)?

- 1 Jessica's opponents in the hockey match had lost the last sixteen matches. T / F
- 2 Jessica was not surprised that the other team were awarded a penalty. T / F
- 3 Ed thinks some people will do anything to win a competition. T / F
- 4 Jessica explains that some trainers have a very competitive attitude to sports. T / F
- 5 Jessica tells the story of a gymnast who lost her motivation to win. T / F
- 6 Ed thinks people are much more competitive in the business world. T / F
- 7 Jessica points out that school students are taught to be more cooperative. T / F
- 8 Jessica explains that the presenter initially used the same techniques as other coaches. T / F
- 9 Jessica says that the presenter found her trainees to be rude and unpleasant. T / F
- 10 Jessica mentions how the presenter tried to become more involved in the lives of her trainees. T / F

/10

READING

3 Read an interview with the manager of a cooperative farm. Match the interview questions (A–E) with the paragraphs (1–5).

- A In what ways can a cooperative guarantee the commitment of its workers?
- B According to your website, the farm was established more than 200 years ago. Has it been a cooperative all that time?
- C You mentioned training and you have a web page dedicated to education. How important is training and education to your business model?

- D How can a business like Appletree Farm maintain its competitiveness when its main rivals are multinational companies?
- E Why did the farm's owners forge a partnership with its employees?

/5

A Cooperative Farm

Esther Usman interviews farm manager Josh Miller about the ways in which cooperation has driven the success of Appletree Farm.

1 ____

Absolutely not. It was owned by a local family for most of that time and they controlled every aspect of the farm. They specialised in the cultivation of apples and other fruits and, over time, became one of the country's biggest suppliers. By the 1980s, their produce was on the shelves of most major supermarkets, but the growth of the farm was pushing it beyond its limits. While the family knew farming inside and out, they struggled to run the business side. At the same time, better-managed farms were gaining a competitive edge. The family had no choice but to find new ways of running the business.

2 ____

It mainly had to do with their vision for the farm. The owners had been trying to grow the farm in a sustainable way for many years. They were interested in modern farming techniques, but they were also concerned about how farming affects the environment. If the farm had been taken over by another company, the owners would have had zero influence over such factors in the future. They also understood that the farm's success depended on the collaboration of its workers. Everyone felt a sense of responsibility towards the farm and a pride in their jobs, and the owners realised that, without the commitment of its workers, they would not have been able to achieve their vision.

3 ____

In most business models, the employees are considered less important than the company itself. That's why struggling companies often make cutbacks by reducing wages or firing staff. Obviously, that has a negative effect on staff and does nothing to guarantee their loyalty. However, cooperatives are based on principles such as equality and fair pay and, in return, the workers have a responsibility to make the business work. Everyone in a cooperative has equal voting rights and they can all take part in the decision-making process, so business decisions reflect the interests of all the employees. On Appletree Farm, the fruit pickers have just as much power as the managers, and the success of the farm depends on the commitment and hard work of the whole team.

4 ____

A key point in its favour is that Appletree Farm has a strong corporate identity and loyal customers. Our customers expect our produce to be high quality and produced sustainably, and we can guarantee higher standards than nearly all of our rivals. One of the advantages of being a cooperative is that you are part of a wider community of like-minded companies and individuals. We forge partnerships with other cooperatives which help us achieve our aims of producing high-quality goods. Not only that, but collaboration with other cooperative food producers in the areas of research and training allows us to share expertise for our mutual benefit.

5 ____

We take professional development extremely seriously because we want everyone in the company to fulfil their potential. Farming methods change all the time so we are constantly organising workshops and courses to keep us up-to-date. Part of our educational programme is also designed for schools and universities, so we offer talks, open days and work experience opportunities. This reflects our commitment to share our knowledge and expertise with the wider public, with the intention of improving modern farming and reducing the impact of agriculture on the environment. Many people appreciate that and it has helped ensure the continued success of Appletree Farm.

4 Read the interview again. Choose the correct answer (A, B, C or D).

- 1 What problems had the owners of Appletree Farm been facing?
 - A They had become too specialised in only one product.
 - B They were unable to sell their products to major supermarkets.
 - C They lacked the business skills to compete with other suppliers.
 - D They were unfamiliar with the latest farming techniques.
- 2 How did the owners feel about their business being taken over by another company?
 - A They were concerned about the direction it would take.
 - B They thought it would help them be more sustainable.
 - C They were too proud to consider the possibility.
 - D They believed the employees would be treated unfairly.
- 3 What advantage of cooperatives does the writer mention?
 - A They are able to reduce spending on staff.
 - B They can increase customer loyalty.
 - C They have the chance to hire new workers.
 - D They can involve employees in new ways.
- 4 In what ways has Appletree Farm been successful?
 - A Its products are more sustainable than all of its competitors.
 - B It has developed positive relationships with other companies.
 - C It doesn't need to depend on other companies in the sector.
 - D It has a better training programme than other companies.

- 5 What is the main role of education in Appletree Farm?
 - A to attract new employees from schools and universities
 - B to help members of staff reach their full capabilities
 - C to gather skills and knowledge from the wider community
 - D to discover the impact of agriculture on the environment

/10

WRITING

5 Complete the sentences with the words and phrases in the box. There are three words or phrases you do not need.

did so	do	nevertheless	owing to	such
that's	this	yet		

- 1 Hundreds of people turned up to the event, _____ no one knew who had invited them.
- 2 The weather had been absolutely awful. _____, they decided to make the journey anyway.
- 3 The argument led to a great deal of bad feeling between the partners. _____ bad feeling, in fact, that they ended their business relationship.
- 4 _____ a misunderstanding, my passport application was delayed by several weeks.
- 5 Everyone loves this song – even my grandparents _____!

/5

6 Write an article with the title:

Is competition really bad for children?

Talk about the advantages and disadvantages of competition for children and express your opinion.

Write 200–260 words.

/15

Total: /50