

### Lesson 1.1

- A** 1 b 2 a 3 b 4 a 5 c 6 c 7 a 8 b 9 a 10 c
- B** 1 three top tips 2 with electronics 3 hands dirty 4 can talk with 5 brainstorm together 6 bigger, better ideas 7 solve in your community 8 make a difference
- C** 1 came 2 high-tech 3 overcome, gadgets, tackle 4 innovation, researchers 5 unorthodox, innovative, insight, innovator
- D** 1 dreamed up, digital 2 innovative, well thought out 3 coding, technology

### Lesson 1.2

- A** 1 industry, creative individuals 2 Scientific research, bipolar disorder 3 psychologist, cognitive disinhibition 4 receptors, brain's 5 frontal lobes, thoughts 6 high IQ, attention 7 creativity, workplace 8 creative idea, organisation
- B** • This can be frustrating when the process of innovation goes against the grain of businesses that demand productivity and efficiency. – definition 4  
• Understanding their unique ways of thinking is essential to getting the best out of them. – definition 2  
• ... creativity and schizotypal personality features often go hand in hand – definition 1  
• What are we doing that's getting in the way of innovation? – definition 3
- C** 1 Ø 2 Ø 3 Ø 4 Ø 5 the 6 Ø 7 the / Ø 8 Ø 9 the / a 10 the 11 an / Ø 12 the 13 a

### Lesson 1.3

- A** 1 jargon 2 appealing 3 gizmo 4 monetise 5 upbeat 6 unbiased 7 tech-savvy

### Lesson 1.4

- A** 1 f, iv 2 c, i 3 d, vi 4 a, v 5 e, iii 6 b, ii
- B** 1 b, vi 2 f, i 3 e, ii 4 d, iii 5 a, v 6 c, iv

### Lesson 1.5

- A** 1 **b** – In **b**, there is a topic sentence to introduce the paragraph, whereas in **a** there is not – it just goes straight in. Also, there's repetition of the word 'issue'.
- 2 **b** – In **b**, the linking words make sense – 'in addition' adds another related point; 'on the other hand' makes a contrast. In **a**, the linking words make no sense – 'whereas' is used for a contrast, but here there is no contrast; 'in addition' is used to make a second supporting point, but here there is a contrast not a supporting point.
- 3 **a** – In **a**, it is clear and unambiguous what chart 1 and chart 2 show. In **b**, the words 'it' and 'them' in the second sentence could refer to several things.
- 4 **b** – In **b**, the words 'one' and 'another' clearly and unambiguously refer to 'one problem' and 'another problem'. The simplicity helps the reader. In **a**, the longer phrases 'one of the problems' and 'another of them' make the text repetitive and more difficult to read.

- 5 **a** – In **a**, the word 'choice' is substituted by the synonym 'option' and then 'choice' is used again at the end. Also, the phrase 'wait for a year' is substituted by 'waiting'. This makes the text more interesting and easier to read. In **b**, the word 'choice' is used three times with no substitution, and the phrase 'to wait for a year' is used twice with no substitution.

### Lesson 2.1

- A** 1 **d** (*Electronics is the fastest growing waste stream in the UK. Every year around five hundred thousand ... end up in landfill.*)
- 2 **h** (*Our throw-away culture is bad for the environment but it's good for the economy. And it also drives innovation because new stuff tends to be better than old stuff.*)
- 3 **a** (*When we talk about a circular economy, we design the economy from the outset for the materials, components and products to flow within a system, so rather than take, make and dispose, you take, you make and then those products feed back into the economy.*)
- 4 **e** (*So rather than something that goes off into the waste stream and you have no value from, it keeps coming back to you. You can re-manufacture it and re-sell it as a new product.*)
- 5 **b** (*That model of creating profits by manufacturing more and more stuff ... relied really on the idea that we had not just cheap resource prices but resource prices that were continually coming down.*)
- 6 **f** (*Many broken and unloved gadgets end up here where their precious contents are salvaged, but what if our electronic goods didn't break in the first place?*)
- 7 **c** (*If we made our gadgets from self-healing plastics, they would always look shiny and new ...*)
- 8 **g** (*It's new materials like this which are a key part of creating a circular economy, to change electronics from a throw-away item to something that's central to our lives, something we can still love and be enthusiastic about and we don't have to feel the guilt of throwing them away.*)

- B** 1 **F** – A waste stream occurs when products are disposed of completely.
- 2 **T**
- 3 **F** – When something is salvaged, it is saved.
- 4 **T**
- 5 **T**
- 6 **F** – When we do something from the outset, it means that we do it from the start.
- 7 **T**
- 8 **F** – The throw-away economy drives innovation (as manufacturers look for new goods to produce).

### Lesson 2.2

- A** **Track 2.01**
- 1 **F** – In the introduction stage of a product, companies work at building product awareness and developing a market. It is during the growth stage of a product that companies work at increasing their market share.
- 2 **T**

- 3 **F** – In the growth stage, it is necessary to grow the brand. / In the growth stage, the level of quality must be maintained and other services or extensions can be added to the product.

- 4 **T**
- 5 **T**

### Track 2.02

- 6 **F** – Maja agrees that in many cases companies are too interested in profit and don't look after the planet when they consider the life cycle of products.
- 7 **F** – Maja feels that the market for recyclable goods is not being exploited at the moment.
- 8 **T**
- 9 **F** – Maja feels that the product life cycle can be sustainable by looking at the sourcing of raw materials, the manufacturing process and packaging and disposal.
- 10 **T**
- B** 1 are looked at / are being looked at 2 being told 3 have/get, certified 4 taking / to be taken 5 to have been incorporated 6 have been affected by 7 to have been concerned / to be concerned 8 to be reused / reusing 9 being forced

### Lesson 2.3

- A** **a** on the same page **b** got the wrong end of the stick **c** chuck out **d** undivided attention **e** hook **f** dumbing it down **g** in layman's terms

### Lesson 2.4

- A** **a** 4 **b** 9 **c** 10 **d** 2 **e** 6 **f** 3 **g** 1 **h** 8 **i** 7 **j** 5
- B** 1 **d** 2 **c** 3 **f** 4 **a** 5 **g** 6 **b** 7 **h** 8 **e**

### Lesson 2.5

- A** 1 **GW** stated that he was very pleased with the positive impact of the new marketing strategy.
- 2 **AH** thanked the sales team for their hard work at the Seoul trade fair.
- 3 The legal department is not happy about the penalty clause because it has the potential to be very expensive for us if we have / there are production problems.
- 4 There are still big quality issues in relation to the new electric motor currently under test.
- 5 It was suggested that we reduce the marketing spend on Facebook as our target customers no longer use this platform.
- 6 Please remind all team members that the IT system will be down for routine maintenance next weekend.
- 7 The HR department has produced a preliminary job specification for the position of Regional Sales Manager – please send any comments or suggested changes to the HR Director by 4 November.

### Lesson 3.1

- A** 1 **b** 2 **c** 3 **a** 4 **b** 5 **a** 6 **b** 7 **a** 8 **b** 9 **c**
- B** 1 investment 2 makes 3 rewards 4 investors 5 make 6 profit 7 rate

## Lesson 3.2

**A** 1 effect on your finances 2 equities, commercial property 3 comes with extra costs 4 less liquidity 5 a better chance of 6 a smaller amount of 7 a short-term goal 8 loss aversion 9 low-interest accounts 10 enough money in retirement 11 can beat the market 12 disposable income

**B** 1 a diversify b diversifying  
2 a expect / are expecting b is expected to  
3 a are likely to b is unlikely (that)  
4 a is bound to b are about to  
5 a on the point of b on the verge of  
6 a anticipates / anticipated / was anticipating b (an) anticipation  
7 a is a likelihood (that) b is a (strong/slight) possibility (that)

**C** 1 verge 2 to 3 possibility 4 to  
5 anticipate 6 bound / likely 7 likelihood / chance / possibility 8 expected

## Lesson 3.3

**A** 1 comb 2 conflicting 3 delve 4 dig  
5 fallacy 6 oversight 7 reputable 8 stand  
9 stickler 10 verify

**B** 1 delve into 2 Conflicting 3 fallacy  
4 oversight 5 a fine-tooth comb 6 verify  
7 stickler for detail 8 stand up to scrutiny  
9 dig up 10 reputable

## Lesson 3.4

**A** 1 c 2 a 3 d 4 f 5 b 6 e

**B** 1 If we agreed  
2 with the proviso that  
3 Given that  
4 Just thinking a little out of the box  
5 To play devil's advocate  
6 Supposing we  
7 Just as an idea, how about  
8 Say we were to agree

## Lesson 3.5

**A** 1 likely 2 revenue 3 expenses 4 budgeted  
5 CapEx 6 raise 7 slightly 8 significantly  
9 variance 10 rise 11 OpEx 12 due

## Lesson 4.1

**A** 1 **F** – *New ideas and new technologies, often introduced by small, agile start-ups, are continually arriving on the scene, displacing traditional solutions and challenging established companies ...*  
2 **T** – *When you look at the pace of disruption, we've actually never experienced this in the history of any of our economies. The average lifespan of companies used to be about 67 years old. Now the average lifespan for S&P 500 is looking to be 15 years.*  
3 **F** – *Smartphones have been the biggest game changer ... As well as being able to check email, use social media and surf the net, consumers can now do many other things using just one device – listen to music, watch videos, manage their money, find their way and take photos.*  
4 **T** – *The music industry responded swiftly by embracing the potential of digital music distribution, counting on the fact that consumers would be willing to pay for music.*

5 **F** – *Long-established car manufacturers like BMW and Volkswagen are responding by embracing the disruptive model and launching their own car-sharing services. BMW's service, for example, enables drivers in many cities to use an app to locate and hire a nearby car ...*

6 **T** – *Low-cost airlines have not only seized a huge slice of the market ..., but they have also created an entirely new market for short-haul air travel.*

7 **F** – *And budget airlines are also applying the low-cost model to the long-haul market.*

8 **F** – *But ultimately, no business is safe. Disruption might be just around the corner and it's something no one can predict.*

**B** 1 i 2 c 3 h 4 a 5 g 6 j 7 e  
8 d (Not needed: b and f)

## Lesson 4.2

**A** 1 used by 2 better known 3 made personal computers popular 4 competitors had not entered the market 5 may 6 quickly competitors react

**B** 1 c 2 g 3 i 4 a 5 d 6 j 7 e 8 b 9 h  
10 f

## Lesson 4.3

**A** 1 tiered 2 pitch in 3 tap into 4 ploughing money into 5 crunch time 6 throws up / has thrown up 7 a bit off the wall 8 lagging behind

## Lesson 4.4

### A Model answer

Dear all,  
I hope you are all well. Here is an update on my life in the States.

I am enjoying Chicago. It's been great. I've had lots of great experiences which have really triggered a lot of changes in me as a person. Mind you, I'm still struggling a little with English. I think if I'd made more time for English lessons before leaving for the US, I wouldn't be having these problems.

I have a good apartment, but it's too far away from work. I should have found one closer to the office, to be honest. But it's OK. The project is going well and we're hoping to have all the software installed soon. By the end of this month, we'll have the project back on track.

The biggest insight for me is how important it is to be open and to accept people from different cultures. Developmentally, it's been great, and I have really grown a lot. Emotionally, it's been tough, but that's also been good.

Look forward to seeing you guys in Paris again soon.

Regards,  
Hugo

**B** 1 it sent mixed messages  
2 we have really shot ourselves in the foot  
3 people are over the moon  
4 across the board  
5 building a platform for the future  
6 food for thought  
7 it's been a steep learning curve

## Lesson 4.5

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

**B** 1 However 2 In particular 3 In relation to 4 on the minus side 5 In general 6 Of course 7 In fact 8 Therefore

## Lesson 5.1

**A** 1 **F** – Marketers need to understand what convinces customers to buy products because customers have so many products to choose from.

2 **T**

3 **F** – Using the word 'superfood' to describe an item means that customers may be persuaded to buy it.

4 **F** – Customers are often tempted to buy items which they think will be the answer to all their ills.

5 **T**

6 **F** – Eating healthy foods cannot cancel out the bad effects of foods which are less healthy.

7 **T**

8 **T**

9 **F** – Some product lines owned by stores have packaging that makes them look similar to well-known brands.

10 **T**

**B** 1 are different from each other 2 have a plan they haven't yet shown 3 pricing 4 want to buy the product 5 can claim 6 a fair price 7 you 8 easy

## Lesson 5.2

**A** 1 d 2 j 3 h 4 i 5 b 6 g 7 c 8 f 9 a  
10 e

### Original sentences:

1 *Robert Cialdini ... create a new role of Chief Persuasion Officer (CPO).*

2 *Targeting the business audience, it follows the success of other behavioural economics books.*

3 *The book's mission is to ... by providing customers and employees with all the information available.*

4 *reciprocity – having favours performed for them, people feel obliged to return them*

5 *authority – people look to experts to show them the way*

6 *scarcity – the less available the resource, the more people want it*

7 *liking – the more people like others, the more they want to say yes to them*

8 *consistency – people want to act in a way that is consistent with their values*

9 *social proof – people look to what others do in order to guide their own behaviour*

10 *You cannot underestimate the importance of small things in influencing people.*

**B** 1 Using 2 Having read 3 Approaching 4 appointed 5 Being 6 damaging 7 addressing 8 Not having concentrated

## Lesson 5.3

**A** 1 cater to 2 tempting 3 fare badly 4 churn out 5 bland 6 resonate 7 boost 8 the bottom line 9 improve the odds 10 rate

### Lesson 5.4

- A** 1 f 2 b 3 a 4 h 5 c 6 g  
**B** 1 No, really 2 What a coincidence  
 3 Same here / Me, too 4 Me, too / Same here  
 5 So have I 6 Neither do I 7 We should  
 8 That's good for me, too

### Lesson 5.5

- A** 1 d - *Combining/Offering/Bringing*;  
 e - *tradition/modern, sophisticated/*  
*minimalistic, complex/simplicity*; f - the  
 three sentences of the text  
 2 b - *perfect pecans, crunchy cashews,*  
*wonderful walnuts*; c/d - no added ...  
 3 a - *Does it sound like Paradise?*; f - *on the*  
*beach, at lunchtime, after lunch*; g - *Imagine*  
*yourself...*  
 4 a - *Where would you like to go today?*;  
 b - *relaxed/refreshed/ready*; d - *longest*  
*meeting agenda/toughest presentation*  
*questions*; g - *Where would you like to go*  
*today? / you'll arrive relaxed*

### Lesson 6.1

- A** 1 b 2 a 3 c 4 a 5 c 6 b 7 b 8 a  
**B** 1 national parks, hotspots 2 eco-resorts  
 3 guesthouses 4 World Heritage Sites  
 5 bed and breakfast(s), hotel chains  
 6 national importance 7 destination  
 development 8 record season  
 9 infrastructure 10 tourist traps, mass  
 tourism

### Lesson 6.2

- A** 1 Wealthy Europeans and Latin Americans  
 looking for a mix of gastronomy and high-  
 end shopping.  
 2 There had been a significant increase: 52.7 m  
 tourists had visited Spain in 2010, and spent  
 €48.9 bn, while 2017 saw 81.9 m visitors who  
 spent €87 bn.  
 3 France  
 4 There is a drive to upgrade Spain's image,  
 and it's now more fully developed; in the  
 1960s its main exports were *oranges, shoes*  
*and sunshine*. There is a shift toward luxury.  
 5 Luxury destinations such as Aibocassa, an  
 olive farm in Mallorca that offers a luxury  
 oil tourism experience, as well as a boom in  
 top restaurants in the Basque country and  
 Catalonia.  
 6 Tourist numbers have fallen but total tourist  
 spending has increased.  
 7 Rowdy tourist behaviour had led to calls for  
 limits on short-term rentals (e.g. restrictions  
 on holiday lets like Airbnb).  
 8 Ms García Castelo says that luxury tourism  
 in Madrid is still in its infancy compared to  
 cities such as Paris, Rome or London: *we are*  
*still in our infancy*.  
**B** 1 gave 2 walked 3 were moving  
 4 were milling 5 taught / were teaching  
 6 had fallen 7 had knocked 8 told  
 9 happened 10 made / were making  
 11 hadn't resonated 12 had lived  
**C** 1 it/this 2 what 3 as/while/when  
 4 Our 5 while/when 6 We 7 That  
 8 what

### Lesson 6.3

- A** 1 f 2 j 3 d 4 a 5 h 6 b 7 i 8 g 9 e  
 10 c

### Lesson 6.4

- A** 1 No sooner had I 2 Without thinking 3 To  
 my relief 4 By an amazing coincidence 5 In  
 the meantime / To cut a long story short 6  
 that very morning 7 to cut a long story short  
 / in the meantime 8 It just shows  
**B** 1 Strangely 2 Fortunately 3 Sadly  
 4 Funnily 5 Amazingly 6 Obviously  
 7 Frankly 8 stupidly

### Lesson 6.5

- A** 2 f 3 a 4 e 5 h 6 d 7 g 8 b  
**B** 2 b 3 c 4 a 5 g 6 h 7 f 8 e

### Lesson 7.1

- A** 1 trusted to do 2 affect my morale 3 really  
 affects people 4 connected or close to 5  
 raised the issue with 6 a big thing happening  
 7 take on board 8 conflict does arise 9 not  
 dealt with quickly 10 is having some issues  
**B** 1 resolution 2 issue 3 escalates, escalating  
 4 morale 5 blame, blaming 6 clash 7  
 confrontational 8 line

### Lesson 7.2

- A** 1 b 2 a 3 b 4 c 5 b 6 a 7 b 8 c 9 c  
 10 a

### B Suggested answers

- 1 I was wondering if / whether he could be  
 slightly better at managing his time.  
 2 (Actually,) Zoe is a bit / a little / quite  
 demanding and often / sometimes likes to  
 check my work.  
 3 Ignoring the issue could possibly / would  
probably make matters worse (, actually).  
 4 Pascal seems (is) a bit / a little / quite serious  
 - he doesn't tend to chat with colleagues at  
 the water fountain.  
 5 I was wondering if you talked to him,  
 whether you might (possibly) / would get to  
 the root of the problem.  
 6 It's conceivable / possible this new strategy  
might exacerbate quite a lot of tensions.  
 7 It may be possible to mediate as long as the  
 other party is willing to listen a little / to  
some degree.  
 8 It seems / appears (that) we need to build up  
a certain degree of trust in this organisation.  
 9 It's possible / conceivable / likely that  
 listening a little more carefully will  
 (probably) prevent a conflict from getting  
 out of hand.  
 10 Be a bit / a little more positive, keep the  
 conversation polite, and avoid blaming the  
 other person if possible.  
 11 You might (possibly) be able to reach an  
 agreement if you find some common  
 ground.  
 12 It might be a good idea to ask your team  
 members to make a little more (of an) effort  
 to understand one another's motivations  
 sometimes.

### Lesson 7.3

- A** 1 upfront 2 word 3 daunting 4 gripe  
 5 get a word in edgeways 6 have a lot on  
 my plate 7 niggle 8 outraged 9 hindsight  
 10 sour

### Lesson 7.4

- A** a 3 b 9 c 8 d 1 e 2 f 5 g 10 h 7 i 6  
 j 4  
**B** 1 hatchet, g 2 at, d 3 point, e 4 air, f  
 5 wills, b 6 eye, a 7 foot, h 8 injury, c  
**C** 1 at loggerheads 2 clear the air 3 see eye  
 to eye 4 battle of wills 5 bury the hatchet  
 6 add insult to injury 7 sore point 8 got off  
 on the wrong foot

### Lesson 7.5

- A** 1 a,F,b I 2 a I, b F 3 a I, b F 4 a F, b I  
 5 a F, b I 6 a I, b F 7 a F, b I 8 a F, b I

### Lesson 8.1

- A** 1 F - ... *the Cambridge Satchel Company*  
*manufactures and sells handmade leather*  
*bags, which now sell all across the globe.*  
 2 T - *But not everyone has the passion or the*  
*drive to run their own business.*  
 3 F - ... *it was a terrific learning experience. ...*  
*You can literally pick up something valuable*  
*from virtually everything.*  
 4 T - *It's this growth mindset which helps*  
*successful entrepreneurs to realise their*  
*business dreams.*  
 5 T - *And then there's the importance of*  
*motivation.*  
 6 F - *With 24,000 bags on back order,*  
*Julie showed amazing courage and*  
*entrepreneurial vision. She started a new*  
*factory ...*  
 7 F - *But that really backfired, and that was*  
*totally my mistake, that was my mistake in*  
*not looking and just thinking ...*  
 8 T - *I am so in tune with my intuition, my*  
*gut instinct ... If something comes up and it*  
*looks wrong, then it is wrong and we're not*  
*doing it.*

- B** 1 a 2 a 3 a 4 b 5 b 6 b 7 a

### Lesson 8.2

- A** 1 do well 2 do not 3 do not all  
 4 do not use 5 holds 6 conveys 7 helped  
**B** 1 taking 2 remain 3 trying / to try 4 being  
 5 find 6 appear 7 ask 8 decides [Not  
 needed: get and mention]

### Lesson 8.3

- A** 1 take 2 belt 3 set 4 dreading 5 took  
 6 feet 7 procrastinating 8 bitten

### Lesson 8.4

- A** 1 h 2 f 3 b 4 g 5 a 6 e 7 d 8 c  
**B** 1 fallen behind 2 end up 3 set up  
 4 set aside 5 take up 6 come up with  
 7 wrap up 8 look forward to

### Lesson 8.5

**A** 1 b 2 a 3 c 4 c 5 b 6 a 7 c 8 b

**B** Possible answers include:

- 1 During my first month, I implemented / initiated the Green Initiatives training program which was a resounding success.
- 2 I have consistently demonstrated that I can work collaboratively with international teams
- 3 Although / Despite the fact that, the online launch didn't go to plan the feedback was excellent.
- 4 I quickly adapted to the new system and completed 100 percent of projects on schedule.
- 5 I have achieved a lot in my first year and these challenges have helped me to gain (some) valuable insights into my new role.

### Business workshop 1

**A** 1 e 2 d 3 b 4 a 5 f 6 c

- B** 1 competitive advantage / market share  
2 revenue and profit, competitive advantage / market share  
3 quick wins  
4 categorise  
5 consequences  
6 techniques

### Business workshop 2

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

- B** 1 raise awareness  
2 district heating  
3 fossil fuels  
4 household appliances  
5 inconsistent labelling  
6 planned obsolescence  
7 waste management  
8 food banks  
9 photovoltaic panels (Not needed: supply chain)

### Business workshop 3

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

- B** 1 projections  
2 interest payable  
3 pay in instalments  
4 discount  
5 commit to a long lease  
6 raise the money  
7 protect their brand  
8 combination of options

### Business workshop 4

**A** 1 e 2 c 3 i 4 f 5 j 6 a 7 h 8 b 9 g 10 d

- B** 1 drives on  
2 virtual picture  
3 code of practice  
4 assisted parking  
5 human error  
6 fully-fledged  
7 steering wheel  
8 free up time  
9 leave someone out

### Business workshop 5

**A** 1 Collaboration  
2 emphasise  
3 perseverance  
4 pushback  
5 adaptability  
6 values  
7 proceed  
8 convey  
9 rapport  
10 integrity (Not needed: capable)

- B** 1 promote in-house  
2 critical thinking  
3 top-notch  
4 training audit  
5 goal-setting  
6 solid knowledge  
7 working under pressure  
8 interpersonal skills  
9 active listening  
10 top of the list

### Business workshop 6

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

- B** 1 paying lip service  
2 a knee-jerk reaction  
3 Off the top of my head  
4 see eye to eye  
5 hold our nerve  
6 face up to  
7 play it by ear

**C** 1 d 2 c 3 e 4 a 5 f 6 b

- D** 1 Presumably  
2 Technically  
3 Undoubtedly  
4 Frankly  
5 Strangely  
6 Sadly

### Business workshop 7

**A** 1 personality clash  
2 moaning  
3 negative stereotyping  
4 intimidated  
5 bad feeling  
6 reluctant to speak up  
7 buck-passing  
8 intransigent

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

**C** Activity A

Activity A	Activity B
1	6
2	3
3	8
4	1
5	5
6	7
7	2
8	4

### Business workshop 8

**A** 1 influences others' opinions of you  
2 near  
3 introduce a contrast to  
4 have an influence on  
5 contrasting  
6 understand  
7 they are not able at the time to judge  
8 emphasise their opinion

**B** 1 f 2 i 3 j 4 e 5 a 6 g 7 c 8 h 9 d 10 b