Introduction

1

POSSIBLE ANSWERS
airline pilot: technical ability, health (particularly eyesight and coordination), leadership skills, decision-making, performance under pressure
nurse: medical knowledge, interpersonal skills, teamworking skills, organization, performance under pressure
TV newsreader: clarity and comprehensibility of speech, knowledge of current affairs, time management skills, flexibility/adaptability, personal appearance
architect: technical ability, creativity, drive, project management skills, teamworking skills

2

a convergent thinkers
b divergent thinkers

3, 4
Students' own answers

5, 6
a squiggle
d square
b rectangle
e triangle
c circle

7

POSSIBLE ANSWERS
b – pilot
d – nurse
c – presenter
e – architect

8

Students' own answers

Reading & Use of English – Part 3

1

POSSIBLE ANSWERS
Unfair dismissal laws spur claims: new laws relating to dismissal procedures have generated an increase in claims from people who consider themselves to have been unfairly dismissed
Computer sacks 'star' employee over quiz failure: the best employee in a company is sacked, possibly unfairly, for failing some kind of computerized test
Overlooked executive gets compensation: an executive wins compensation for not being given a new job or position

2
Mr Filer was sacked after failing a computerized test; best headline: Computer sacks 'star' employee over quiz failure

3
modification, development, assistance, dismissal, indication, assailant, employment, employee, announcement, legislation, presidency, procedure, nomination (nominee), gratification, reiteration, resemblance, embarrassment, renewal

4
1 noun: applicants
2 noun: productivity
3 noun: notification
4 noun: assurances
5 passive participle of verb: overruled
6 past simple of verb: ensured
7 noun: objectivity
8 adverb: extraordinarily

5
Students' own answers

6

POSSIBLE ANSWERS
a enthusiasts argue that there is plenty of predictive validity; the tests predict rates of absenteeism and productivity; they are widely used by companies in Britain; they were adopted because they were cheap, reliable and sensible
b employers want to believe the tests because they have paid a lot of money for them; applicants can lie; they are thought by many people to be invalid; it is undecided whether they are a reliable way of measuring personality

7

1 sentences C and D describe what is caused by the subject (in c Our company; in d We); sentences A and B describe what is experienced by the subject (in a the applicants; in b the US army)
2 sentence C, which uses have + object + base form of verb, means: get somebody else to do something; sentence D, which uses have + object + past participle, means: get something done to somebody by somebody else

8

a had + the office (object) + broken (past participle): subject (We) experiences the action
b got + asked (past participle): subject (she) experiences the action
c got + myself (object) + invited (past participle): reflexive pronoun (myself) when object is same as subject
d got + himself (object) + fired (past participle): reflexive pronoun (himself) when object is same as subject
e got + lost (past participle): subject (your application form) experiences the action
f get + you (object) + invited (past participle): subject (I) causes the action
g had + the recruitment agency (object) + check (base form of
The passive is used in order to keep the focus on the concept, which is the main topic of the previous sentence.

Students' own answers

Listening – Part 4

1 Students' own answers

2
1 G I tend not to look at people when I'm listening to them, i.e. she doesn't maintain eye contact
2 C If I have no real contact with the person I'm talking to, I'm afraid I tend to just switch off, i.e. he needs to be able to relate to them
3 E If somebody says something sarcastic, I'll definitely remember how I felt when they said it, i.e. she is sensitive to the tone or emotion
4 D I pick up much more rapidly...; I do have a tendency to cut in...; It's extremely frustrating for me to have to wait, i.e. all of which show he is quick on the uptake
5 B I can only really give things my full attention when someone is saying has a direct impact on me, i.e. unless the content is relevant, her mind starts to wander or switches off
6 D It doesn't look as if I'm... not paying attention, i.e. It gives the impression she's interested in listening
7 H trying to draw or doodle what people are saying... creating a sort of picture in my mind, i.e. he tries to visualize
8 A what point the person I'm listening to is trying to make, i.e. exactly what the speaker is trying to say
9 C I know I react more positively when people give me a brief idea... then let me give some sort of immediate response, i.e. initial interaction with the speaker
10 F a way of trying to link things directly to my own life and circumstances, i.e. making a connection with their own circumstances

Students' own answers

Reading & Use of English – Part 5

1 Students' own answers

2
1 D the writer says rivalry differs from other kinds of competition, i.e. normal competition, in that it offers a psychological prize and can boost motivation
2 B Kilduff found that runners consistently ran faster when competing against rivals; the fact that the rivals had
comparable abilities is shown by the phrase evenly matched.

3 A. Participants facing a single bidder … were far more likely to exceed the preset bidding limit, i.e. they became more determined to succeed.

4 D. Fans remembered outcomes that favoured their team far more accurately.

5 A. Rivalries may alter our motivation and moral code and influence your behaviour and decisions; the writer lists a number of disorientating actions in lines 61–64 which are the result of being made aware of the achievements of others.

6 C. Students who faced a rival later scored higher on a test of Machiavellian attitudes … selfish, devious and manipulative behaviour, i.e. they showed more unscrupulous character traits.

4
a. obnoxiously, frustratingly
b. to lead from cause to effect, i.e. the prize is to beat someone familiar
c. inversion: only recently have scientists looked at
d. it conveys the idea of cutting a relatively small amount of something, as well as the idea of cutting something in order to improve it
f. that this has happened unexpectedly and not deliberately
g. the word inner suggests that people might not previously have known that they had this Machiavellian ability, but in fact it was always there.

5 Students’ own answers

6
1. to persuade sb to believe sth or do sth
2. to make sth increase, or become better or more successful
3. to make it difficult for sth to continue in the normal way
4. to unfairly influence sb’s opinions or decisions
5. to prevent sb from easily doing or achieving sth
6. to place sb/sth in a particular position on a scale in relation to similar people or things
7. to damage sth or make sth worse
8. to meet sb, or discover or experience sth, especially sb/sth new, unusual or unexpected
9. to say publicly that you support a person, statement or course of action
10. to treat a person or situation as an opportunity to gain an advantage for yourself
a. those used to describe something positive: boost
b. those used to describe something negative: disrupt, bias, hamper, impair, exploit
c. those used to describe something neutral: sway, rate, encounter, endorse

7
a. On the face of it
b. face facts
c. put a brave face on it
d. face the music
e. save face
f. throw it back in my face
g. lost face

Writing – Part 2, Letter

1 a. your friend
b. your friend’s characteristics that would make him/her suitable for the role; describe any relevant experience your friend has.
c. formal

2 a. by giving examples
b. uses tact: whilst being highly adept …; she occasionally …;
c. on account of; without doubt
d. Students’ own answers; it is mostly positive

3 a. due to/because of/on account of/thanks to
b. due to/because of/on account of/thanks to
b. because
c. for this reason/thus/consequently
d. so/and for this reason
f. due to/because of/on account of/thanks to

4 Students’ own answers

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

6 get carried away – get overexcited/overdo
jump down someone’s throat – be irritable/petulant
throw something together – cobble together assemble roughly
not give an inch – inflexible/obstinate/dig your heels in
get up someone’s nose – irritate/irk/antagonize
make a meal of something – spend a lot of time doing
something in an annoying way
too big for your boots – big-headed/arrogant/conceited
wriggle out of something – avoid doing something
pull your socks up – knuckle down/work hard
throw your weight around – be bossy/overbearing/bully

7 Students’ own answers

8 Students’ own answers