







#### IEGULDĪJUMS TAVĀ NĀKOTNĒ

#### 8.3.2.1./16/I/002 NACIONĀLA UN STARPTAUTISKA MĒROGA PASĀKUMU ĪSTENOŠANA IZGLĪTOJAMO TALANTU ATTĪSTĪBAI

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## Angļu valodas valsts 52. olimpiādes 2. posma uzdevumi

**Pirmajā daļā** - 4 klausīšanās ieraksti un izpildāmi 5 uzdevumi; **Otrajā** daļā - 4 valodas lietojuma uzdevumi un 3 lasīšanas teksti un izpildāmi 6 uzdevumi.

LISTENING Task1

ARE GEN-Z THE WEAKEST GENERATION?
Part A

Listen to the interview about Generation Z in the job market and mark whether the sentences below are true or false according to the speakers. Choose TRUE or FALSE. You will hear the recording twice.

- 1. Quitting their jobs out of fear of getting fired, young people are in trouble with getting hired at new jobs.
  - a. True
  - b. False
- 2. It is not a shame for Gen Z to quit a job shortly after they are hired as they are confident and capable of finding a new job.
  - a. True
  - b. False
- 3. Employers are reluctant to hire people with frequent job changes in their CV because it proves that they are incapable of solving problems.
  - a. True
  - b. False
- 4. The ability to teach younger employees is one of the reasons why more experienced ones get higher salaries.
  - a. True
  - b. False
- 5. More experienced employees are better paid for the skills they may never use.
  - a. True
  - b. False
- 6. Covid has changed the way older generations look at the meaning of full-time job.
  - a. True
  - b. False
- 7. Gen Z is more flexible than older generation.
  - a. True
  - b. False









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#### Part B

Listen to the interview about Generation Z in the job market and fill the gaps with the exact words from the interview. Write 2-4 words in each gap. You will hear the recording twice.

- 3. People who do not have great ambitions for their career often choose the so-called
- 4. A direct rejection of hustle culture often leads to \_\_\_\_\_
- **5.** Working behaviour of Generation Z involves not leaving their job but

\_\_\_\_\_ and doing the minimum work.









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### LISTENING Task 2

You will hear part of a programme, in which a teacher Simon and a business journalist Trina are talking about the issue of change. For questions 1-5, choose the answer A, B, C, or D which fits best according to what you hear. You will hear the recording twice.

## 1. What does Simon say about change when discussing linguistic expression?

- A. It is an inevitable part of life.
- B. It is generally perceived as unwelcome.
- C. Its significance has altered over time.
- D. It brings improvements when they are least expected.

## 2. What do they agree about change in the business community?

- A. It is regarded as synonymous with progress.
- B. It is seen unfortunate but necessary.
- C. It never seems to be questioned.
- D. It can lead to undesirable results.

## 3. What does Trina dislike about feedback forms?

- A. The scale of the reaction they can provoke.
- B. The disharmony they can create within organizations.
- C. The extent of their use in the world of education.
- D. The justification they give to managers who want to introduce changes.

### 4. When discussing day-to-day routines, Simon and Trina agree that people.

- A. make too much fuss about small-scale changes.
- B. find that changes in the workplace mirror those in daily life.
- C. only like changes that benefit them personally.
- D. experience an ongoing cycle of resisting and accepting changes.

### 5. In Simon's view, people will really enjoy an activity if

- A. they do it on a regular basis.
- B. they keep on changing it slightly.
- C. it represents a change for them.
- D. it coincides with their expectations.









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## LISTENING Task 3

You will hear five short extracts in which people are talking about challenges and opportunities. The beginning of each speaker's part is marked in the audio. You will hear the recording twice. When you listen you must complete both tasks.

Match 1-5 speaker with the challenges they faced (A-H).	Match 1-5 speaker with the opportunities opened to them (A-H).
Challenges	Opportunities
A skill to perceive, understand and deal with	A ensures that your life has orientation and
emotions	meaning
B possess something deeper than strength,	B own many companies
toughness, or intelligence	
C mental health because of overload	C no matter your age, you can succeed considering
	withinside the excellence of what you do
D the journey to success is paved with defeat	<b>D</b> develop sensitivity to the external world and
	rational and intuitive thinking
E before you have commitments, try something	E take another level out of you
brave	E take another level out of you
F discover your vocation and put your best foot	F get to the highest levels of career
forward	
<b>G</b> fragmentation of our life and thinking	<b>G</b> foresee your future victory
H take a shrewd advantage of your life	H accomplish in a lesser amount of time

Challenges	Opportunities
Speaker 1	Speaker 1
Speaker 2	Speaker 2
Speaker 3	Speaker 3
Speaker 4	Speaker 4
Speaker 5	Speaker 5









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### **LISTENING TASK 4**

Listen to an expert talking about Europe's energy crisis. Choose the best option. You will hear the recording twice.

HOW TO DEAL WITH EUROPE'S ENERGY CRISIS

- 1. The economists expect the rise of expenditure on sources of energy up to
  - a. €200 bn
  - b. €400 bn
  - c. €1.2 trn
  - d. €1.4 trn
- 2. Some companies at the time of the crisis
  - a. do not feel problems with cash
  - b. gain unexpected benefits
  - c. feel stable with the situation in the market
  - d. cause chaos in energy markets
- 3. The phrase "the economic textbooks are being ripped up" is used
  - a. to illustrate the outdated nature of the previous economic theories and principles
  - b. to emphasise the government's disregard for reasonable economic principles and approaches
  - c. to portray a fierce opposition of a new generation of economists
  - d. to protest the government's breach of corporate and personal privacy
- 4. The UK prime minister suggests increasing the prices during the nearest two years by
  - a. 7%
  - b. 4.3%
  - c. 1.8%
  - d. 0%
- 5. According to the speaker, the government should
  - a. freeze prices for three years
  - b. provide ample backing
  - c. set electricity price cap for households
  - d. force banks to increase interest rates
- 6. According to the speaker, the drawback of energy-price freeze is
  - a. continuously high energy consumption
    - b. increased interest rates
    - c. political instability
    - d. inflation decline
- 7. To support the families, the speaker advises to
  - a. reduce the prices
  - b. pay their bills
  - c. reduce the energy use









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- d. provide compensations
- 8. How does the speaker propose to compensate the temporary support to companies?
  - a. using credit lines
  - b. paying taxes afterwards
  - c. reducing the prices on resources
  - d. expropriating less viable businesses
- 9. Fighting the energy crisis European countries have spent leastways
  - a. €65 bn
  - b. € 30 bn
  - c. €41 bn
  - d. €450 bn

## **READING TASK 1**

Read the excerpt from 21 Lessons for the 21<sup>st</sup> Century by Yuval Noah Harari. Are the given sentences True, False or Not Mentioned? Write T, F or NM.

## WHO OWNS THE DATA?

In ancient times land was the most important asset in the world, politics was a struggle to control land, and if too much land became concentrated in too few hands – society split into aristocrats and commoners. In the modern era machines and factories became more important than land, and political struggles focused on these vital means of production. If too many machines became concentrated in too few hands – society split into capitalists and proletarians. In the twenty-first century, however, data will eclipse both land and machinery as the most important asset, and politics will be a struggle to control the flow of data. If data becomes concentrated in too few hands – humankind will split into different species.

The race to obtain the data is already on, headed by data-giants such as Google, Facebook, Baidu and Tencent. So far, many of these giants seem to have adopted the business model of "attention merchants". They capture our attention by providing us with free information, services, and entertainment, and they then resell the attention to advertise. Yet the data-giants probably aim far higher than any previous attention merchant. Their true business is not to sell advertisements at all. Rather, by capturing our attention they manage to accumulate immense amounts of data about us, which is worth more than any advertising revenue.

In the longer term, by bringing together enough data and enough computing power, the datagiants could hack the deepest secrets of life, and then use this knowledge not just to make choices for us, but also re-engineer organic life and to create inorganic life forms. Selling advertisements may be necessary to sustain the giants in the short term, but they often evaluate apps, products, and companies according to the data they harvest rather than according to the money they generate. I do not know for certain that the data-giants explicitly









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think about it in such terms, but their actions indicate that they value the accumulation of data more than the mere dollars and cents.

At present, people are happy to give away their most valuable asset – their personal data – in exchange for free email services and funny cat videos. It is a bit like African and Native American tribes who unwittingly sold entire countries to European imperialists in exchange for colourful beads and cheap trinkets. If, later on, ordinary people decide to try and block the flow of data, they might find it increasingly difficult, especially as they might come to rely on the network for all their decisions, and even for their healthcare and physical survival.

Humans and machines might merge so completely that humans will not be able to survive at all if they are disconnected from the network. If later in life you choose to disconnect, insurance agencies might refuse to insure you, employers might refuse to employ you, and healthcare services might refuse to take care of you.

More and more data will flow from your body and brain to the smart machines via the biometric sensors, and it will become easy for corporations and government agencies to know you, manipulate you, and make decisions on your behalf. If we want to prevent a small elite from monopolising such godlike powers, and if we want to prevent humankind from splitting into biological castes, the key question to answer is: who owns the data? Does the data about my DNA, my brain and my life belong to me, to the government, to a corporation, or to the human collective?

# Read the excerpt from 21 Lessons for the 21<sup>st</sup> century by Yuval Noah Harari. Are the given sentences True, False or Not Mentioned?

- 1. The 21<sup>st</sup> century political struggle singles out the importance of information in comparison to different tangible assets.
- 2. The data-giants and advertisers are in a cut-throat race to capture people's attention.
- 3. The data-giants prioritise immediate proceeds over distant possibly more substantial gains.
- 4. Having a former employee's perspective the author understands the data-giants' ultimate business goals.
- 5. The example of Africans and Native Americans is used to demonstrate the decreased gullibility of the 21<sup>st</sup> century society.
- 6. In the future the individual's decision to disconnect from the network might jeopardise the quality of their life.
- 7. The current extreme concentration of certain assets in too few hands would pose more risks to the function of the society than in the previous societal shifts.
- 8. The author claims that politicians are particularly unreliable for safekeeping very sensitive personal data.









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## **READING Task 2**

## Read the text and complete parts A and B below.

## CREATIVE GENIUS

A Anyone who has had the pleasure of visiting the Guggenheim Museum in Bilbao, Spain, will know the name of Frank Gehry - not for the artworks inside the building, but because of its exterior. For Gehry is the architect behind the swishy, gleaming edifice which has revived the fortunes of this ailing post-industrial town, transforming it into a mecca for art enthusiasts. To such an extent is the city associated with urban regeneration that it has spawned its own term: 'The Bilbao effect". But what kind of a person can have such an impact on a city almost single-handedly, and where does he get his inspiration from?

**B** The beginning of the answer can be found in the architect's hometown: Toronto, Ontario in Canada. Frank Gehry was born in 1929 to Polish Jewish parents as Frank Owen Goldberg - he realized when he left college that he would have to change his name because of the anti-Semitic feeling that pervaded society at the time. It was in the family home on Beverly Street that his sense of curiosity was allowed to develop and he was taught the value of mutual respect.

**C** Gehry came into contact with his first building blocks as a child. He would sit on the floor with his grandmother for hours on end, building cities out of the wood that she had brought home for the family's wood-burning stove. In later life, when he was stuck as to his choice of a future career after moving to the USA with his family, he would reminisce about these childhood games with fondness. Eventually, the memories inspired him to sign up for a class in architecture, without being sure that the course was for him. He needn't have worried, because he ended up graduating at the top of his class.

**D** After college, Gehry started experimenting with his own home: a modest beige bungalow in Santa Monica, California, in the USA. The size of his house soon became inadequate for his expanding family, and so he set about converting it. What he did was wrap the existing building in a cocktail of corrugated iron, raw plywood and chain-link fencing - rather unconventional materials which he had first encountered in his grandmother's hardware store. The result was somewhat haphazard, but it set the scene for what was to come.

**E** Gehry did not take long in reaching the forefront of his field, and today his name evokes everything that modern architecture supposedly does not: flamboyance, asymmetry, curvaceousness, disorder and playfulness. His unique style reflects both the process on which he engages as an architect and his philosophy of democracy and the modern city. During his first meeting with a client, he listens carefully to their requests, but also observes minutely their facial expressions and body language. He then interprets the words and movements to create a blueprint which incorporates shapes and forms that he thinks will strike the right note. Once Gehry is confident that the model will meet the client's approval, he feels free to start experimenting with it. This is the moment he savours most, as there is no one to tell him what he can and cannot do. He takes the model and pushes the forms and relationships between them to the limit, until he is satisfied with the result. Only then does he present the finished









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design for the superstructure to the client who, more often than not, is delighted with the results.

**F** Gehry's portfolio includes a plethora of swooping metal and teetering glass constructions which can be found on all corners of the world. Despite the controversy surrounding some of his designs - critics sometimes pronounce them overrated - he will not compromise his style. In fact, there is no need for him to do so, because his work is still in demand. Among the multifarious projects he is the creator of Guggenheim in Abu Dhabi; a memorial for the former US president Dwight D. Eisenhower in Washington, D.C.; a series of apartment buildings in London Battersea Power Station; and a new campus for Facebook Silicon Valley. Into his late eighties, remaining as tenacious as ever, in response to the suggestion that he ought to have already retired, he responded, 'I'm not going to leave the firm. I'm still kicking in''.

## Part A

In which paragraph does the writer:

- 1. reveal how Gehry's designs are conceived?
- 2. describe the impact of Gehry's work on a location?
- 3. hint at Gehry's personality? \_\_\_\_
- 4. explain the motivation behind Gehry's calling?\_\_\_\_\_
- 5. outline Gehry's first project?\_
- 6. describe the atmosphere in which Gehry was brought up?

## Part B

Write the words from the text that **best fit the** explanations below. **DO NOT** change the word.

- 7. A large impressive building (paragraph A) \_\_\_\_
- 8. To spread through and be easy to notice in every part of something (paragraph B)\_\_\_\_\_
- 9. Indulge in enjoyable recollection of past events (paragraph C)\_\_\_\_\_
- 10. Lacking any obvious principle of organisation (paragraph D)

11. To enjoy the full taste of something (paragraph E) \_\_\_\_

12. Public discussion and argument about something that many people strongly disagree about (paragraph F) \_\_\_\_\_

13. The tendency to attract attention because of one's exuberance, confidence, and stylishness (paragraph E) \_\_\_\_\_









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## READING Task 3 Read the text and complete parts A, B and C below.

HURRY SICKNESS

A According to statistics, it is becoming increasingly rare in many Western countries for families to eat together. It seems that people no longer have time to enjoy a meal, let alone buy and prepare the ingredients. Meanwhile, fast food and takeout outlets are proliferating. Further evidence of the effects of the increasing pace of life can be seen on all sides. Motorists drum their fingers impatiently at stop lights. Tempers flare in supermarket queues. Saddest of all is the success of an American series of books called "One Minute Bedtime Stories". What, one has to ask, do parents do with the time thus saved?

**B** According to Barton Sparagon, M.D., medical director of the Meyer Friedman Institute in San Francisco, and an expert on stress-related illness, the above are all symptoms of a modern epidemic called "hurry sickness". The term was coined around 40 years ago by a prominent cardiologist, who noticed that all of his heart disease patients had common behavioural characteristics, the most obvious being that they were in a chronic rush. Hurry sickness has been an issue in our culture ever since, but the problem is escalating in degree and intensity, leading to rudeness, short-tempered behaviour and even violence, alongside a range of physical ills.

**C** The primary culprit, according to Sparagon, is the increasing prevalence of technology - like e-mail, cell phones and laptops. We can bring work home, into our bedrooms and on our vacations. Time has sped up for so many people, and there is increased pressure to do more in the same number of hours, says Sparagon.

Jill Stein, a sociologist at the University of California at Los Angeles, agrees that time is being more compressed than ever. "In the distant past, an overnight letter used to be a big deal. Now if you can't send an e-mail attachment, there's something wrong. Because the technology is available to us, there an irresistible urge to use it."

**D** What about those annoying people who shout into their cell phones, oblivious to those around them? Stein says that self-centred behaviour is related to larger social trends as well as technology. "There is a breakdown of the nuclear family, of community, of belonging; and an increased alienation and sense that we're all disconnected from one another. This breakdown came before the technology, but the technology has exacerbated it." Now we connect through this technology, says Stein, and we don't have face-to-face interaction. Ironically, as people pull their phones out in the most unlikely venues, our personal lives are available on a public level as never before. People are having work meetings and conversations about their spouses and their therapy sessions with complete impunity. Ordinarily we'd never be exposed to this information, says Stein.









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**E** Sparagon claims that there is more a sense of entitlement now than ever ("Why should anyone slow me down?"). But he warns that there is more than civility at stake. "This chronic impatience is damaging not only to our social environment, but to our physical health. It builds, and then it doesn't take much to explode. And for those who repress it, it's equally damaging."

The high-tech revolution and the lifestyle it has spawned have brought with them a rash of serious health problems, including heart attacks, palpitations depression, anxiety, immune disorders, digestive ills, insomnia and migraines. Sparagon says that human beings are not designed for prolonged, high-speed activity. "When you look at our heart rates, brain-wave patterns - our basic physiology has not evolved to keep pace with the technology - we are hard-wired to be able to handle a 'fight-flight' response where the stress ends within five to ten minutes. In our current culture, though, we struggle for hours on end."

**F** Even children are not spared the ills of modern-day overload. There's a hidden epidemic of symptoms like hypertension, migraines and digestive problems among children as young as ten - disorders never before seen in children, says Sparagon. Whether these problems result from being swept into the maelstrom of their parents' lives, or from full loads of extracurricular activities and unprecedented homework requirements - up to five hours a night for some -, or the pressure of keeping up with the social media, children are experiencing the same sense of overload, time pressure and demands that their parents experience, says Sparagon, "and they don't have coping mechanisms to deal with it."

**G** Recovery is possible, but Sparagon emphasises that there is no quick fix. Many of these stress-related behaviours have become deeply ingrained to the point where people are hardly aware of them. The greatest paradox, he says, is that even when people are ready to change their behaviour, they are in a hurry to do so.

H Sparagon works with people to become aware of their stress and the impact it's having on their lives. They examine their belief systems (What is really important? What can they let go of?) and they learn to challenge their behaviours. One popular exercise is to assign a chronically impatient person to stand in the longest line in the grocery store. The only answer is to take it one day at a time. The irony is that all the techniques and technology designed to streamline our lives may ultimately be counterproductive. As Sparagon says, "People are finding that all of this multi-tasking, rushing and worrying is not only making life intolerable, but actually making them less efficient than they could otherwise be."









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## Part A

## The reading passage has eight sections (A-H). Choose the correct heading for each section from the list of the headings below:

- 1 \_\_\_\_\_ The effects of social change
- 2 \_\_\_\_\_ How do we begin to tackle the problem?
- 3 \_\_\_\_\_What are the effects on our health and why are we so susceptible?
- 4 \_\_\_\_\_ Who is responsible for the problem?
- 5 \_\_\_\_\_Danger signs
- 6 \_\_\_\_\_A disease with no age limits
- 7 \_\_\_\_\_ What is the man's reason for hurry sickness?
- 8 \_\_\_\_\_A treatment for heart disease?
- 9 \_\_\_\_\_What is the cause?
- 10 \_\_\_\_\_ Is there a cure?

## Part B

## The article mentions a number of factors that contribute to 'hurry sickness'. Which FOUR of the following (A-H) are mentioned?

List of Factors:

- A \_\_\_\_\_Jobs are less secure and people must work harder to keep them.
- B \_\_\_\_\_Our bodies are not designed to cope with stress for long periods.
- C \_\_\_\_\_ People are becoming more short-tempered and violent.
- D \_\_\_\_\_People are expected to try and achieve more in the time available.
- E \_\_\_\_\_Communications have become faster.
- F \_\_\_\_\_Too much stress can lead to physical disease.
- G \_\_\_\_\_Globalisation has led to 24-hour trading.
- H \_\_\_\_\_People want to use the new technology which is available.

### Part C

## Read the summary and complete the gaps with the necessary words. Choose NO MORE THAN THREE WORDS from the text for each answer.

Hurry sickness is not a new condition but it has increased both in (1) \_\_\_\_\_\_ in recent years, mainly as a result of the rapid development of (2) \_\_\_\_\_\_. Typical symptoms include chronic impatience, which experts believe can have potentially serious effects not only on those around us but also on our (3) \_\_\_\_\_\_. The fact that children are also beginning to suffer from a variety of (4) \_\_\_\_\_\_ suggests that they are as vulnerable to the pressures of modern life as their parents. Curing the condition is a slow process, which requires the sufferer to (5) \_\_\_\_\_\_ the stress in their lives, and to change their behaviour patterns.









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## LANGUAGE Task 1 Read the text and fill in the gaps with ONE word

## QUEEN ELIZABETH II: 70 YEARS ON THRONE

Queen Elizabeth II was the world's longest-serving head of state when she died at 96 on September 8. She had led her subjects for more than seven (1) — — an extraordinary reign (2) \_\_\_\_\_ began in 1952 and spanned 15 British Prime Ministers and 14 U.S. Presidents.

She did not complain. She did not call (3)\_\_\_\_\_\_ sick. She did not descend into self-pity. She did not deviate (4)\_\_\_\_\_\_ traditions, at least not if she could help it. She did not show her emotions in public. When her beloved husband, Prince Philip, died during the dark days of Covid, she adhered (5)\_\_\_\_\_\_ the government guidelines by sitting apart (6)\_\_\_\_\_\_ everyone else at his funeral, the picture of stiff-upper-(7)\_\_\_\_\_ stoicism and rectitude in black mourning clothes and two face masks.

The Queen rarely spoke in public (8) \_\_\_\_\_\_ to make scripted remarks in official settings — a state dinner, a charity function, her annual Christmas radio address — adding to the sense that it was impossible to know who she really was (9) \_\_\_\_\_\_ the tightly controlled public persona. And so, it was striking when she felt moved to make remarks that went (10) \_\_\_\_\_\_ her normally anodyne utterances.

Perhaps at (11) \_\_\_\_\_\_ point in recent years was the monarchy more in trouble, or the Queen's own position more precarious than in the febrile, bewildering days after the death of Diana, the Princess of Wales, 25 years ago. The Queen's widely admired qualities of reserve, (12) \_\_\_\_\_\_ notion that family matters are private and that one doesn't air one's feelings in public, seemed suddenly to work (13) \_\_\_\_\_\_ her. She broke (14) \_\_\_\_\_\_ the tradition, returning to London, ordering the flags atop Buckingham Palace to be (15) \_\_\_\_\_\_ to half-staff and agreeing to make (16) \_\_\_\_\_\_ rare public address to the nation about something she considered very personal. It was an expression of humility and an effort to soothe a nation's sadness — but (17) \_\_\_\_\_\_ a means of steadying a shaken monarchy. (18) \_\_\_\_\_\_\_ after she entered her nineth decade, after her health faded, Elizabeth continued

(19) her royal duties, despite her age and a rapidly (20) world.

The Queen did not lead an ordinary life, but she filled it with inspiring acts of duty (21)\_\_\_\_\_ public and private – (22)\_\_\_\_\_ carrying out the requirements of the state from the trappings of the throne or giving quiet words of encouragement to a well-wisher in a crowd. She "has been a rock of stability in an era in (13)\_\_\_\_\_ our country has changed so much," said Britain's Former Prime Minister David Cameron. "And we could not be (14)\_\_\_\_\_ proud of her. She has served this country with unerring grace, dignity and decency."









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## LANGUAGE Task 2

Read the text and complete the gaps with a word formed from those in the list.

GOVERNED IN SECRET	1.	secret
	2.	ordinary
What surprises some overseas observers is the (1) with	3.	reveal
which the "mother of democracy" is governed. There is nothing in	4.	competent
Britain to compare with the American freedom of Information Act. The	5.	censor
Prime Minister's press secretary even went so far as to boast to	6.	embarrass
American newspaper reporters that "the ordinary British subject not	7.	hammer
only has no right to know but does not want to know." Government will	8.	democracy
go to (2) lengths to preserve itself and avoid	9.	thought
embarrassing (3) of the ways		
it runs its business. The best-known example was the way the		
government spent millions trying to suppress the Spycatcher book,		
written in Australia by a disgruntled former intelligence officer. It is to		
Australia's credit that the heavy-handed attempt at (5)		
failed (6) Why did the government use a (7)		
to crack this particular nut. What was it really trying to		
protect? Didn't it act in an (8)		
observers remain (9)		









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## LANGUAGE USE Task 3

Some but not all of the lines in the following text contain one extra word that should not be there. Read the text straight through to find out what it is about. Write out the unnecessary word in the provided space and write OK if the lines are correct. The exercise begins with two examples.

## HOW TO BE A GOOD MANAGER

A lot of research has been carried out into what makes a good manager. This research has covered over all types of working environments by including industry, retailing and government. As the result has been that several characteristics have been identified as are being typical of the very best managers. It seems that good managers are quick to give the praise to employees who deserve it and also to pass it on when it comes from outside the company, from a customer, for example. Also a characteristic of good managers is that they treat every people fairly and do not have favourites. The researchers found that managers who they were thought to be discriminating against some people and giving to others special treatment could seriously reduce the efficiency of the work in force. It was also noticed that good managers moved around a lot, for getting to know all the staff as well as people outside the company, instead of always staying inside the office. However, this had to be done carefully because employees, although they appreciate the manager taking up an interest in their work do not want him or her constantly be looking over their shoulder.

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## LANGUAGE USE Task 4

Read the sentences and decide which of the given options A-D is the best replacement for the underlined phrases in bold.

1. In terms of historical truth, the new textbook is a step forward since the idea was to get away from the old paradigm of history as the tale of individuals.

A As regards to B With regard to C On the grounds of D Through

2. **Notwithstanding** their language differences, Asian students integrate quickly into the communities of other societies.

- A As regards B Despite C In spite D Regardless
- 3. President Roosevelt lived in a bubble of privacy that would be **inconceivable** today. A unlikely
  - B impossible C undoubtedly D unthinkable
- 4. It was largely **because of this that** thousands of Ukrainians fled from their country.
  - A It was largely the cause for which
  - B It was largely the reason why
  - C It was largely to this reason that
  - D It was largely cause by the reason why that

5. As far as 'civilisation' is concerned, it was decided to recruit history specialists rather than literature specialists to develop the teaching of this discipline.

- A In regards to
- B As regards
- C Regarding to
- D With regards to
- 6. **Providing** the wolves remained at a safe distance, we would be all right.
  - A Considering that
  - B In any case
  - C On condition that
  - D In the case that







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7. The influence of environmentalists, or **at any rate** the influence of environmental protection, is far-reaching.

A moreover B furthermore C at least D in the least

8. In all 102 papers were read, **as well as** over 30 commentaries given, not counting innumerable questions from the floor.

A together B along with C in addition with D beside

9. All students were required to take a certain number of basic courses in these areas, and, **in addition**, they could specialise in one of them if they so wished.

A as well as B moreover C by the way D incidentally

10. You can't become a good engineer nowadays without **a thorough knowledge of** applied mathematics and computer technologies.

A if you are not having a thorough knowledge of

B if you don't have a thorough knowledge of

C if your knowledge is not thorough

D if not knowing thoroughly

11. **But for** the removal of trade barriers, foreign broadcasters wouldn't have been so eager to establish a foothold on the Subcontinent.

A Unless B Without C Except D Only with

12. **No sooner** had he opened the briefcase crammed with evidence **than** a bomb tore him apart.

A Scarcely ... when B Just ... when C Almost when D Soon ... when

13. It seems almost impossible as a task to **preserve** the old face of Europe. Begin with "To preserve..." and choose between:









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A doesn't seem possible a task B seems not possible as a task C is seeming impossible as a task D is a seemingly impossible task

# 14. Things seem to be pretty much as usual, except that because of the hot weather, crowds of people had come to the village.

Change the second clause (introduced by "except") and choose between:

A except that the hot weather had caused the coming of

B except the invasion of crowds of people, due to the hot weather

C except that the hot weather had brought crowds of people

D with the exception of the crowds of people, due to the hot weather