

Part 1 - Escribe palabra correcta para completar los espacios en blanco.

Hi George,

Thanks for your (0) b. You are always so (1) _____ ! Let me tell you, I (2) _____ an-mail to Mr. Smith, you know, the manager from Technico, yesterday, and I just got a phone call from him. They want us to send the (3) _____ and also a "Project Plan."

It seems that they have some (4) _____ for us fill in to describe the (5) _____ in Spanish, so I will write something which will appeal to the publisher.

That's all for now. Let's hope it will come out!

A. Johnson

- | | | |
|-----------------|------------|----------------|
| 0. a) question | b) reply | c) reservation |
| 1. a) quick | b) slow | c) sweet |
| 2. a) received | b) sent | c) borrowed |
| 3. a) inform | b) recipe | c) report |
| 4. a) form | b) sign | c) diary |
| 5. a) landscape | b) bargain | c) project |

Part 2

Order the sentences to form a text. Write the appropriate letter in the box provided.

- A. Peter Collins was born in Manchester in 1993.
- B. People liked it and he sold 3000 copies in just over a week.
- C. Unfortunately they refused to publish his creation.
- D. So he decided to do it for himself and printed his first book of short stories in 2014.
- E. He sent them to numerous publishing companies.
- F. While he was still a student he wrote several stories on his own.
- G. He loved reading all kinds of stories as a child at school.
- H. He sold more and more books and was rich by his early 20s.

1	2	3	4	5	6	7	8
A							

PART 3

Which country is being referred to in the statements below? Choose from the 4 texts below.

1. "The people I deal with keep moving on to new jobs." ____
2. "Unless you're friends, they may not honour your agreement." ____
3. "It's frustrating because the official regulations keep changing." ____
4. "Disagreements between colleagues are frowned upon." ____
5. "I thought the manager had the authority to make a decision, but it turned out that he didn't." ____
6. "The manager and a member of staff had a huge disagreement at the meeting, and no-one seemed to care." ____
7. "They weren't terribly charming – they just wanted to get on with making the deal." ____
8. "I expected the manager to have more technical knowledge than he actually did." ____

Russia

Until recently, people and businesses were oppressed by the state and this has affected people's attitudes. It is not uncommon for laws to be ignored and taxes to go unpaid. In some cases, only contracts between close personal friends are acknowledged. Therefore, networking is vital for successful business. Presently, the legal situation in Russia is in a state of flux, with laws constantly being rewritten. Those that exist are often unenforceable. Most agreements are therefore made on a trust basis, so it is vital that personal relationships do not break down. The management style is centralised and directive. Too much debate can indicate a lack of decisiveness.

South Korea

South Korea is one of the world's most successful economies, having seen five consecutive decades of high economic growth. Managers are paternalistic, authoritative figures who expect their instructions to be carried out obediently and respectfully. In return, they give their subordinates support and help, not only in work issues but in home issues as well. Group harmony is important, so South Koreans avoid confrontation and blame, especially among people of equal rank. Friendship is therefore vital to business success. The Korean saying 'make a friend first and a client second' sums this up exactly.

Australia

Australia has a relatively small population in relation to its vast size. International trade is essential to guarantee future prosperity. Australian managers are not considered to have superior status to other workers. Authoritative management styles are not appreciated among Australians workers. Instead, managers adopt a more consultative and inclusive style which encourages open debate. Challenging superiors is acceptable, indeed it is a sign of commitment and professionalism. Outsiders may consider such dialogues confrontational, but Australians regard them as effective ways to communicate ideas. Australian managers like to be seen as 'one of the boys' and they are more likely to socialise with their team than segregate themselves and just mix with other managers.

UK

In the last half century, Britain, like many industrialised countries, has moved away from heavy engineering towards service and high-tech industries. Hierarchical systems have been swept aside and replaced by modern business models. The 'job for life' is rare. Neither managers nor junior workers expect to climb the corporate ladder within one company; rather, they manage their own career paths by progressing from company to company. Such short-termism can be frustrating for outsiders. British managers tend to be generalists rather than specialists, and are not necessarily the most technically competent person in the team. Instead, they are expected to have the necessary interpersonal skills to ensure the team works together effectively.

**Part 4 Choose a heading for each numbered paragraph
(1 – 7). There is one more heading than you need.**

Non-Colonists-in-the-American-Revolution

1.

From the point of view of some Europeans, the American Revolution pitted the ideals of the Enlightenment, republicanism, and democracy against Europe's established order, as exemplified by Britain. Some countries found that watching wasn't enough—they joined the fight.

2.

One of these countries was France. Without France, a very important ally of America in the Revolutionary War, the Americans might not have defeated the British army. The French supported the Americans for a number of reasons. A weakened England could only heighten France's status and influence—both in Western Europe and around the world as various countries competed to establish colonies. Some French might have been seeking payback. Only twelve years before the American Revolution, France was at war with Britain in the Seven Years' War, and they lost. This resulted in France being forced to give North American territories to Britain.

3.

Five months after the Declaration of Independence was signed, Benjamin Franklin travelled to Paris. He hoped to explain the revolutionary cause to the French and enlist their support. Franklin was already popular in France for his writings and scientific discoveries, and he was able to secure French support. At first, France supported the Americans only in secret. Gunpowder, ammunition, weapons, and money were smuggled into the country, hidden in commercial ships. Military strategists crossed the Atlantic to advise Continental Army military commanders.

4.

In February 1778, France officially recognized the United States (following the Battle of Saratoga, in which the Continental Army decisively defeated the British army and gave a resurgence of hope to the Americans' fight for independence), and the countries signed an alliance. French soldiers fought alongside Americans; French and British fleets clashed from Rhode Island down to Georgia. In addition to manpower, France contributed money and weapons. For helping the American cause, France spent the equivalent of what would be about 13 billion dollars in the U.S. today.

5.

Spain also supported the Americans. First, like France, the Spanish contribution consisted of money and weapons. But in 1779, Spain joined France with military support. Also like France, the Spanish navy played an important role in combating the formidable British fleet. Land and sea battles were sometimes fought far from the North American continent—in the Mediterranean and West Africa. But French, Spanish, American, and British armies were not the only armies fighting in the American Revolution. A quarter of all soldiers under the British flag were actually from the area known as Germany today—30,000 hired men in all. These soldiers were known as Hessians, because many of them were from the independent principality of Hesse-Cassel.

6.

Native Americans also fought in the American Revolution. Most considered the United States to be a threat to their territory, so they fought on the British side. In total, approximately 13,000 Native Americans fought for the British. But other Native Americans fought against them. The Revolution was, for some Native Americans, a controversial and divisive matter. For instance, the Iroquois Confederacy, also known as the Six Nations, was a powerful organization of tribes that tried to stay neutral. But pressed to choose a side, the Confederacy could reach no agreement; it split up, with two tribes pledging their allegiance to the Americans, and four to the British.

7.

Other notable figures were two men from Poland: Tadeusz Kościuszko and Casimir Pulaski. Tadeusz Kościuszko was born in Poland, moved to France, sailed to America, and rose to the rank of brigadier general. His countryman, Casimir Pulaski, has been called the "father of the American cavalry." Pulaski organized and trained the Continental Army's horsemen, which had been used mostly for scouting. Pulaski was also promoted to general but was killed in the war. Pulaski and Kościuszko joined the Americans out of idealism. They believed in the struggle for freedom and self-governance. As Pulaski wrote to George Washington after his arrival in Massachusetts, "I came here, where freedom is being defended, to serve it, and to live or die for it."