

Answer key

1 Building a career

1.1 About business The education business

1.1 telemarketing, personal reforms, weekends at Harvard, mail shots, travelling shows

- 1.2**
- 23,000 applications for the new academic year
 - 9% of applications were accepted
 - 80% ultimately decided to attend
 - 10% of admitted students came from abroad
 - 30 staff in 'Futuremovers' team
 - \$42,700 - the annual fee for tuition, room and board
 - \$60,000 - parents often make less than I expected to pay
 - 8000 alumni volunteers

- 1.3**
- high school juniors' names
 - 70,000 on no letters
 - 1400 ETS cities
 - 8,000 alumni volunteers
 - one to nine
 - subcommittees
 - Professors, alumni, and students
 - a weekend, in April

- 1.4**
- speaker 3
 - speaker 1
 - speaker 4
 - speaker 2

1.2 Vocabulary Education and career

- 1.1**
- gain
 - acquire
 - improving
 - boosting
 - have
 - going to
 - making
 - receive
 - offer
 - influence

1.2 (Suggested answers)
I worked in several departments and gained knowledge about all aspects of the business.
I believe this job will allow me to acquire new skills and boost my earnings.
My gap year in the States definitely improved my employability, and working for IBM certainly enhanced my CV.
On my Business studies course I received tuition from practising managers and obtained experience on work placements.

- 1.3**
- finance
 - arrange
 - boost
 - support
 - obtain
 - win
 - subsidise

1.4 Student A
I wasn't a very motivated student when I was younger, so I failed my exams in 1999 and had to retake them the following summer. I'd already decided I wanted to take a gap year then go to business school, so this time I completed all the coursework and revised thoroughly. I passed easily. I spent a year abroad as an assistant in a secondary school and then went to business school - I'd already applied and successfully attended an interview before retaking my exams.
In my second year as an undergraduate, I spent a semester as an intern at Harleth Packard, which was very rewarding. In fact, I went straight into a job at HEP after I graduated the following June. They encouraged me to do a Master's degree by correspondence - I just have to finish writing a dissertation. I need a break now, but I may take a sabbatical to study for an MBA in a few years' time.

1.5 Student B
I wasn't a very motivated student when I was younger, so I had to retake my exams in 2000 after I failed them the year before. I'd already decided that before going to business school I wanted to take a gap year. I passed easily because this time I completed all the coursework and revised thoroughly. I'd already applied and successfully attended an interview at a business school, so after retaking my exams I spent a year abroad as an assistant in a secondary school.
I spent a semester as an intern at Harleth Packard in my second year as an undergraduate, which was very rewarding. In fact, after I graduated the following June, I went straight into a job at HEP. I'm now writing a dissertation for a Master's degree by correspondence which HEP encouraged me to do. I may take a sabbatical to study for an MBA in a few years' time, but I need a break first.

- 1.6**
- contacted
 - promoted
 - recruited
 - trained
 - met
 - interviewed
 - designed

- implemented
- managed / motivated
- interviewed / managed
- trained
- devising

- 1.7**
- to be retiring, to take a sabbatical
 - to be laid off, to be made redundant
 - to be promoted, to join a company
 - to quit, to give up your notice
 - to be on assignment, to be transferred
 - to be suspended, to be dismissed

- 1.8**
- He's intending to quit his job because his company keeps giving him assignments on different continents. He needs to give in his notice three months before he can leave.
 - She was laid off when they modernised the company, then made redundant when they couldn't find any work for her.
 - He's been suspended for not wearing a safety helmet, but he thinks the company want to dismiss him.
 - He joined the company four years ago and has just been promoted.
 - She's on assignment in Paris, and she's being transferred to Vancouver.
 - He's retiring at the moment, and considering taking a sabbatical to write a book.

Names: Bob	Names: Lucy	Names: Mel
Problems: Started up successful electronics company. Disagreed when he disagreed with his CEO. Still unhappy? What next?	Problems: Previously worked as researcher, then as a secretary. Fired for writing stories at work. Do creative writing course, or look for another job?	Problems: Designed and sold product to local govt, when in high school. Drove out of prestigious business school to start own business?

1.3 Grammar Tense review

1.1
When I left school I wasn't sure what to do next. I *had applied* for a place at university, but while I was *revising* for my exams I *had already decided* that I *didn't* feel ready for university. I *had read* a lot about East Africa, and one day when I was *watching* a TV documentary about Ethiopia, I *suddenly knew* that that was where I was going. In fact it was while I was *working* with an NGO in Ethiopia that I *became* interested in business.

- 1.2**
- have just finished
 - am currently working
 - consider
 - has left
 - have agreed
 - have been designing
 - have been looking
 - seems

- 1.3**
- If I get the job, I will try to make myself available as soon as possible, but I wouldn't be able to start immediately unless HEP agreed to let me go.
 - Yes, now, if I make a commitment, I do my best to respect it.
 - If by any chance the job were based in Kenya, I would take it anyway, even though I'd prefer to use my *Ambulac*.

1.4 In the short term, I hope (1) I'll become a department manager quite quickly. I've learnt a lot about management on the MBA, and (2) I'm going to put the theory into practice as soon as I can. On the personal front, (3) I'm getting married next June, over the next couple of years my fiancé (4) is going to write TV and movie scripts, so (5) he is going to be totally mobile and happy to move as necessary.

- 1.5**
- | | |
|---------------|--------------------|
| usually | present simple |
| usually | present continuous |
| always | present simple |
| at present | present continuous |
| at the moment | present continuous |
| often | present simple |

- 1.6**
- | | |
|-------------|-----------------|
| over | present perfect |
| in | past simple |
| never | present perfect |
| ago | past simple |
| already | present perfect |
| don't yet | present perfect |
| when | past simple |
| just | present perfect |
| since / for | present perfect |
| last | past simple |

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Richard Bailey

A red circular graphic with a gradient, appearing as a partial circle or a thick arrow pointing to the right, located on the right side of the light blue bar.

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Product Focused Software Process Improvement Markku Oivo, Seija Komi-Sirviö, 2003-07-01 On behalf of the PROFES organizing committee we would like to welcome you to the 4th International Conference on Product Focused Software Process Improvement PROFES 2002 in Rovaniemi Finland The conference was held on the Arctic Circle in exotic Lapland under the Northern Lights just before Christmas time when Kaamos the polar night is known in Finnish as Kaamos shows its best characteristics PROFES has established itself as one of the recognized international process improvement conferences Despite the current economic downturn PROFES has attracted a record number of submissions A total of 70 full papers were submitted and the program committee had a difficult task in selecting the best papers to be presented at the conference The main theme of PROFES is professional software process improvement SPI motivated by product and service quality needs

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Cross-curricular Approaches to Teaching and Learning Chris Rowley, Hilary Cooper, 2009-09-14. What would the primary curriculum look like with humanities at its heart? How can cross-curricular work help children to learn more effectively? With practical ideas on how to join up the primary curriculum, this book uses history and geography to explore different contexts and strategies for making links between the full range of primary subjects so that learning can be more integrated and relevant to learners. The authors demonstrate how these subjects can serve as the basis upon which values can be developed in the curriculum. There are powerful case studies including examples of pupils' work and talk and teachers' reflections. Additional materials to accompany the book can be found at www.sagepub.co.uk/rowleyandcooper. Written by a group of practising teachers and university tutors, this book will be invaluable to primary teachers, student teachers, and all those involved in curriculum design. Chris Rowley is Senior Lecturer in and Geographical and Environmental Education at the University of Cumbria, UK. Dr Hilary Cooper is Professor of History and Pedagogy at the University of Cumbria, UK.

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Table of Contents Ipc Study Guide Answer Key

1. Understanding the eBook Ipc Study Guide Answer Key
 - The Rise of Digital Reading Ipc Study Guide Answer Key
 - Advantages of eBooks Over Traditional Books
2. Identifying Ipc Study Guide Answer Key
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Ipc Study Guide Answer Key
 - User-Friendly Interface
4. Exploring eBook Recommendations from Ipc Study Guide Answer Key
 - Personalized Recommendations

- IPC Study Guide Answer Key User Reviews and Ratings
- IPC Study Guide Answer Key and Bestseller Lists
- 5. Accessing IPC Study Guide Answer Key Free and Paid eBooks
 - IPC Study Guide Answer Key Public Domain eBooks
 - IPC Study Guide Answer Key eBook Subscription Services
 - IPC Study Guide Answer Key Budget-Friendly Options
- 6. Navigating IPC Study Guide Answer Key eBook Formats
 - ePub, PDF, MOBI, and More
 - IPC Study Guide Answer Key Compatibility with Devices
 - IPC Study Guide Answer Key Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of IPC Study Guide Answer Key
 - Highlighting and Note-Taking IPC Study Guide Answer Key
 - Interactive Elements IPC Study Guide Answer Key
- 8. Staying Engaged with IPC Study Guide Answer Key
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers IPC Study Guide Answer Key
- 9. Balancing eBooks and Physical Books IPC Study Guide Answer Key
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection IPC Study Guide Answer Key
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine IPC Study Guide Answer Key
 - Setting Reading Goals IPC Study Guide Answer Key
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of IPC Study Guide Answer Key
 - Fact-Checking eBook Content of IPC Study Guide Answer Key

- Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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