

Name:

1 Complete the text. Choose the best answer (a, b, c or d).

Luxottica, ¹ company in the glasses industry, controlled more than 80% of the market. To make glasses cheaper, the four students ² need to fight a giant. The four ³ watched Zappos change the shoe market by selling shoes online, and they wondered if they ⁴ do the same with glasses. They discussed the idea with friends, most of ⁵ were very negative. ⁶ would buy glasses over the internet, they said. People needed to try them first. OK, Zappos had ⁷ it with shoes, but there were reasons why it wouldn't work with glasses.

“If this were a good idea,” people said, “someone would ⁸ it already.”

- | | | | |
|----------------|---------------|-------------|------------|
| 1 a bigger | b the biggest | c big | d biggest |
| 2 a will | b would | c have | d wouldn't |
| 3 a having | b have | c has | d had |
| 4 a could | b can | c would | d should |
| 5 a who | b which | c whom | d them |
| 6 a Nobody | b Anybody | c Somebody | d Anything |
| 7 a doing | b do | c did | d done |
| 8 a have doing | b had did | c have done | d had done |

...../8

2 Complete the mixed conditional sentences. Use the words in the box.

believed choose have refused taking would

- 1 If you to use Firefox or Chrome, you are not accepting the default.
- 2 If things don't work out, I'm a full-time job after I finish school.
- 3 If they in Warby Parker, they should all drop out and work full time on Warby Parker.
- 4 If he had had time to think, he would probably
- 5 If you think like most people, you expect the risk-takers who leave their jobs to be more successful.

...../5

3 Complete the text. Choose from the sentences (a–g) the one which fits each gap.

There is one extra sentence which you do not need to use.

In an interesting piece of research, Joseph Raffiee and Jie Feng studied 5,000 entrepreneurs over fourteen years. ¹ When people start a business, is it better for them to leave their present job, or to stay employed?

² But the opposite happens. Entrepreneurs who keep their original jobs are 33% less likely to fail than the risk-takers who leave their jobs.

If you don't like to take risks, and have some doubts about your business, you will build your business more carefully. ³

Like Warby Parker, many successful businesses were started by people who did not give up their jobs—at least at the beginning. ⁴

Larry Page and Sergey Brin developed a better way to search the internet in 1996 but didn't stop work on their higher degrees at Stanford University until 1998. ⁵

Brian May was doing a higher degree in physics when he started to play guitar in a new band. ⁶

Stephen King worked in a gas station and as a teacher for seven years after writing his first story.

He gave up work a year after his first novel, *Carrie*, was published.

- a They tried to sell Google for less than \$2 million in 1997 because their new company was making it difficult to study—luckily, nobody made an offer.
- b Keeping things safe meant that there was space to be original.
- c They wanted the answer to one simple question.
- d If you take risks in your life, then you may take risks with your business, too.
- e If you think like most people, you would expect the risk-takers who leave their jobs to be more successful.
- f He continued to study for several years before he started to play full time for Queen.
- g After inventing the first Apple I computer, Steve Wozniak started Apple with Steve Jobs in 1976, but continued to work for Hewlett-Packard until 1977.

...../6

4 Read these sentences about Chapter Two. Write T (true) or F (false) or DS (doesn't say).

- 1 According to the author, there aren't enough people choosing the right new ideas.
- 2 The Segway was based on existing technology previously used in a wheelchair.
- 3 The opposite of a false positive is a true negative.
- 4 Shakespeare wrote *Macbeth* in either 1605 or 1606.
- 5 The author asserts that having a lot of ideas is the best way to get to quality.
- 6 According to Frédéric Godart, living in a foreign country helps creativity more than working in one.
- 7 Part of Warby Parker's success was down to transparency—they kept nothing secret.
- 8 A creative inventor has a better chance that one invention will make a difference.

...../8

5 Put the information in the correct column.

didn't ask for any feedback felt that people wouldn't pay for something that replaced walking
 started inventing when he was sixteen studied the transportation market
 used to write jokes was interested in what made people laugh

Dean Kamen	Rick Ludwin	Randy Komisar

...../6

6 Tick the sentence that is the best summary of Chapter Two.

- a It's important to share your ideas with as many people as possible.
- b New ideas are important; but selecting the right ideas makes the difference.
- c People are bad when judging themselves.

...../1

7 Complete the text with the correct form of the word in brackets.

During the time she worked for the CIA in Europe, Carmen Medina had noticed that there was a big problem with information sharing in the ¹..... (**organize**). Information was ²..... (**share**) by "finished intelligence reports," which were sent out once a day. The experts who wrote them had no way of sharing ideas before the reports went out. Things change very quickly in ³..... (**intelligent**), and it was taking too long for the right ⁴..... (**inform**) to reach the right people. Carmen Medina suggested that, instead of using ⁵..... (**print**) paper documents, departments could put their ideas immediately onto Intelink, a secret internet used by the CIA. Her managers weren't interested. The internet was ⁶..... (**danger**), and intelligence had to be secret.

...../6

8 Correct the sentences.

1 Carmen Medina was involved in creating Wikipedia.

.....

2 *Babble* was an online magazine for investors.

.....

3 The more employees made suggestions to their managers, the more likely they were to get promoted.

.....

4 People disliked photos of themselves that were inverted.

.....

...../4

9 Complete the sentences. Use the verbs in the box in the past perfect continuous.

develop	have	use	work
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1 Before Intelink, the CIA printed paper documents.

2 Carmen Medina in the CIA for a long time before she was promoted.

3 Handspring a smartphone long before Apple produced the iPhone.

4 Carmen Medina a lot of difficulty getting promoted for two reasons: she was a woman and she was Puerto Rican.

...../4

10 Complete the text. Write one word for each gap.

Recently, a student of mine, Jihae Shin, came to ¹..... with an interesting idea: procrastinating might ²..... good for originality. When you procrastinate you may be thinking about the thing you have to do, ³..... you delay doing it. Shin wondered whether the delay meant that you had time to think ⁴..... a number of different possibilities, rather ⁵..... just one idea. As a result you may have more original ideas. I asked her to test her ⁶.....

There was an empty building at college, where there had ⁷..... a small food store. Shin asked students to write ideas for using the empty space. When the students started work immediately, most ⁸..... their ideas weren't very original—they suggested things ⁹..... another food store. But Shin asked some students to procrastinate by giving them computer games to play first. The business ideas these students produced were more original.

...../9

11 Write the questions for the answers.

1
 It took Da Vinci sixteen years to paint the Mona Lisa.

2
 The Gettysburg Address was a famous speech by Abraham Lincoln.

3
 “Pioneers” are the first to sell a product, whereas “settlers” wait for the pioneers to create a market.

4
 Joseph Park got \$250 million from investors for his company, Kozmo.

5
 Martin Luther King had given 350 speeches the year before the “I have a dream” speech.

...../5

12 Write P (*pioneer*) or S (*settler*) according to the information given in Chapter Four.

1 Magnavox

2 Nintendo

3 Netflix

4 Kozmo

5 Ignaz Semmelweis

6 Louis Pasteur

...../6

13 Complete the sentences. Choose the correct words.

1 Albert Einstein said that a scientist had to make his **discovering** / **discoveries** before the age of thirty.

2 When companies have **suggestion** / **suggestive** boxes, it seems that older employees have more and better ideas than younger employees.

3 When Galenson studied **creativity** / **creating** he discovered two very different types of thinking: conceptual and experimental.

4 Galenson believes conceptual thinkers move quickly, while **experimentally** / **experimental** thinkers take longer.

5 But slow and **thought** / **thoughtful** usually works better for the older person.

...../5

14 Write the passive form of the sentences.

1 John Stuart Mill and Harriet Taylor Mill had read Lucy Stone's words in England.

.....

2 Stanton and Anthony had written a book about the history of the women's rights movement.

.....

3 Women in several states were achieving the right to vote.

.....

4 Meredith Perry had acquired \$750,000 from investors.

.....

5 Occupy Wall Street were arguing against the unequal sharing of money.

.....

...../5

15 Complete the text. Choose the correct answers

In 2011, a student called Meredith Perry **1** that there was a big problem

- a** realized
- b** realizes
- c** is realizing
- d** had been realizing

with the world of technology. She didn't need a wire **2** a phone call or connect

- a** making
- b** to make
- c** made
- d** is being made

to the internet. Everything was wireless. Except for one thing. To use her phone and her computer she

still had to connect them to the wall **3** charge them. She wanted wireless electricity.

- a** by
- b** through
- c** to
- d** for

She thought about things that can send energy **4** the air, like radio waves. But they

- a** around
- b** through
- c** across
- d** above

5 **a** would work well for electricity. What about ultrasound? You can't see ultrasound and it is
b will
c won't
d wouldn't

silent. 6 **a** Can it be used to carry electrical energy without wires? A lot of important people
b Should
c Would
d Could

told her she 7 **a** were wasting her time. Then she won an invention competition. But as an
b was
c weren't
d wasn't

entrepreneur on her 8 **a** self, with no money, she needed help.
b own
c their
d ours

...../8

16 What did Meredith Perry do in order for her idea of wireless electricity to work?

- a** She hired math and physics experts to examine her product.
- b** She broke her project up into parts so people would work for her.
- c** She entered a competition and won \$10 million to pay for development.
- d** She spoke to younger investors who were more willing to take risks.

...../1

17 Complete the sentences. Choose the correct words.

- 1 What made him brave?
a such **b** so **c** at all
- 2 I didn't care whether I made it or not.
a so **b** very **c** really
- 3 It's difficult for research to look at birth order on its own; there are many other things that can affect development.
a to **b** two **c** too
- 4 Stealing home base is riskier than stealing other bases.
a so **b** even **c** really
- 5 We can give children a lot of freedom if we explain how what they do affects other people.
a quite **b** so **c** very

...../5

18 Complete the sentences. Unscramble the words in brackets.

- 1 Now his team is down 6-4 in the eighth _____ (**n i i n g i**).
- 2 That _____ (**p h e r i t c**) is famous for the quickness of his delivery.
- 3 My brother wants to play first _____ (**s b a e**) for the Red Sox.
- 4 All the above words are from the sport of _____ (**b s e a l l a b**).

...../4

19 Match the questions with the answers. Draw a line between them.

- | | |
|---|--|
| 1 How many times has Jackie Robinson stolen base? | a By birth order. |
| 2 How much did he weigh? | b More than he used to! |
| 3 What was Jackie Robinson's greatest achievement? | c Because they took risks more often. |
| 4 How can you tell which brother will steal the most bases? | d Nineteen times |
| 5 Why were they more likely to steal bases? | e Becoming the first black Major League baseball player. |

...../5

20 Unscramble the sentences.

- 1 Younger / in / baseball / takers / children / are not / just / risk

.....

- 2 told / driver / couldn't / care less / Robinson / trouble / causing / about / him / he / the

.....

- 3 avoid / more / than / those / born / them / after / Firstborns / risk

.....

- 4 accept / someone / A / default / rebel / is / who / doesn't / the

.....

...../4

21 Choose the correct option.

- 1 Jackie Robinson **stole** / **has stolen** home base more than any other player of the day.
- 2 Jackie Robinson **was** / **has been** the youngest of five children.
- 3 In one study, rebels **were** / **have been** twice as likely to be born last than first.
- 4 Once the first child **took** / **has taken** this niche, it can be difficult for the next to compete.
- 5 Martin Luther King, Jr. **had** / **has had** Gandhi as a role model, as did Nelson Mandela.

...../5

22 Read the extract and choose the correct answer (a, b, c or d).

Good behavior is encouraged partly by what parents say after a child has done the right thing. The last time you saw a child doing something good, you probably talked about what they had done. “That was so sweet.” By talking about their behavior you encourage them to do it again. But Joan Grusec did an interesting experiment about this. After some children shared toys with other children, some of them had their behavior mentioned in feedback: “It was nice of you to share those toys with other children. That was a nice and helpful thing to do.” Others were given feedback on their characters: “I guess you are the kind of person who likes to help others. You are a helpful person.” Later, in a similar situation, the children who had received character comments were 45% more likely to share toys, while those who received behavior comments were only 10% more likely to share. When our character is mentioned we begin to build up an idea of ourselves as a good person. It has been suggested that the message “Don’t drink and drive” might be better if it were changed to “Don’t be a drunk driver.” The same idea can be used for originality. When a child produces a good painting, rather than saying that their work is creative we could say “*You* are creative.” When we move from talking about behavior to talking about character, people think differently.

- 1 In the first paragraph, what is Grant’s main point about giving children feedback?
 - a There is no such thing as negative feedback.
 - b Encouragement is a valuable parenting tool.
 - c There are two ways give feedback—to look at character and behaviour.
 - d That many interesting experiments have been done on it.

- 2 Why is feedback on character different from behavioural feedback?
 - a Character-based feedback focuses on who the person is.
 - b Character-based feedback focuses on physical and personal traits.
 - c Character-based feedback focuses on the feelings of person giving the feedback
 - d Character-based feedback focuses on how the person is acting at the time.

- 3 What do we learn about giving character-based feedback?
 - a It makes children better at sharing.
 - b It makes children feel good about themselves.
 - c It’s easier to give.
 - d That there is very little difference between the two types of feedback.

- 4 Why might “Don’t be a drunk driver” be a better message than “Don’t drink and drive”?
 - a Because it stops people from drinking and driving.
 - b Because it is more effective to talk about someone’s character.
 - c Because it makes us understand how to behave in a better way.
 - d Because it’s easier to understand.

...../4

23 Tick the meaning of “groupthink”, according to the author.

- a the desire to reach agreement instead of allowing disagreement
- b the desire for originality over familiarity
- c the desire to be deeply involved in decision-making

...../1

24 Complete the sentences with the words in the box. There are two words which you do not need to use.

filter instant management promote rebel researcher solve

- 1 A new hierarchy has been created within the company.
- 2 The two new employees took an dislike to one another.
- 3 We have to this problem by working together.
- 4 I took this picture with the Mayfair What do you think?
- 5 She’s a on a fashion magazine.

...../5

25 Complete the sentences. Write *commitment*, *professional* or *star*.

- 1 In a organization, managers try to hire people with the right skills.
- 2 In a organization, managers aren’t so interested in skills; they look for the brightest people.
- 3 In a organization employees are hired to fit in with company culture.

...../3

26 Complete the paragraph with the missing sections (a–g).

We can see that a commitment culture worked well in the early days of Polaroid ¹..... and there was a desire for originality and quality. When Edwin Land ²....., he once worked for eighteen days without stopping, ³..... changing his clothes. While his competitor, Kodak, hired scientists, Land looked for a mixed group of employees, ⁴..... Just like the commitment organizations in Silicon Valley, ⁵..... or star qualities. He wanted people who would ⁶..... and work hard for the company. His employees developed strong emotional links with the company. When you feel like that, it’s hard to imagine ⁷.....

- a was developing his instant camera
- b including women with artistic experience
- c when everybody worked hard
- d he didn’t worry about skills
- e not even
- f have original ideas
- g working somewhere else

...../7

27 What is a pessimist? Tick the correct definition.

- a someone who dislikes everything
- b someone who is only interested in themselves
- c someone who thinks bad things are likely to happen

...../1

28 Answer the questions.

1 Which sea was Lewis Pugh swimming in?

.....

2 According to the author, what are most people scared of?

.....

3 Which company bought Skype for \$8.5 billion?

.....

4 Would an original want to change the world or enjoy the world?

.....

...../4

29 Match the words in bold with the definitions.

- 1 Rick Ludwin worked on special programs, not **comedy**, so Seinfeld wasn't his department.
- 2 The Xbox was almost stopped by Microsoft, and the **laser** printer was nearly canceled by Xerox because it was too expensive.
- 3 But I soon realized there is still a problem with **gender**.
- 4 Firstborns are more **likely** to win a Nobel Prize for science, or to get into the U.S. Congress.
- 5 To understand what happens in organizations when people like Carmen Medina object to something, we need to think about power and **status**.
- 6 Originality begins with **creativity**.

- a something that is probably going to happen
- b someone's position in society because of their job, the money they earn, etc.
- c a play or movie, for example, that is funny
- d the ability to think of new ideas and produce new things
- e being a man or a woman
- f a device that makes a strong piece of light and which has many special uses

...../6

30 Put the words in the correct column. There are three words for each column.

critical drop out extreme failure freedom
 innovative invest promote rebel

Verb	Adjective	Noun

...../9

Total...../150