

NAME: \_\_\_\_\_

DATE: \_\_\_\_\_

SCORE: \_\_\_\_\_ /50

**A** Listen to the radio interview. Choose the correct answers.

- 1 What caused Tony to start working as a Lionel Messi lookalike?
  - A** His sister told him he could make money because he looked identical to Messi.
  - B** He was contacted by an agency that saw his photo online.
  - C** A friend offered him money to pretend to be Messi at his wedding.
- 2 How does Tony say his life has changed?
  - A** Women notice him more than they used to.
  - B** He gave up his job to focus on working as a lookalike.
  - C** He spends four hours every day at the gym.
- 3 Since he has been working as a lookalike, Tony has learned ...
  - A** how to train and exercise the way Lionel Messi does.
  - B** it is possible to reach any goal with enough effort.
  - C** that people who go to gyms are very superficial people.
- 4 What does Tony say about the disadvantages of being a lookalike?
  - A** He doesn't have enough money to buy expensive clothes like Messi.
  - B** He doesn't like the way Lionel gets his hair cut.
  - C** He is never sure exactly when he will be working.
- 5 According to Tony, ...
  - A** he offers something pleasantly different to an event.
  - B** most people who see him at an event think he is Lionel Messi.
  - C** companies want to take photos of him for publicity.

\_\_\_\_\_ / 10 (2 points each)

**B** Complete the text with the words from the box.

disruptive   embrace   facilitated   innovation   innovative   resistance   shake-up   transition

**Wikipedia**

Wikipedia is a great example of a <sup>1</sup> \_\_\_\_\_ technology – one that improves a product or service in a way that the market does not expect. The arrival of Wikipedia was a huge <sup>2</sup> \_\_\_\_\_ to the educational industry because it offered its content for free. Wikipedia's other <sup>3</sup> \_\_\_\_\_ was to <sup>4</sup> \_\_\_\_\_ the concept of allowing anyone to edit its pages. This <sup>5</sup> \_\_\_\_\_ rapid growth, and in just over six and a half years, it became the largest encyclopedia ever created. Such an <sup>6</sup> \_\_\_\_\_ model has faced <sup>7</sup> \_\_\_\_\_ from people who claim that it doesn't always present the absolute truth, but Wikipedia's owners claim any malicious alteration of information can both be tracked and undone. Over time, Wikipedia successfully made the <sup>8</sup> \_\_\_\_\_ from an unknown market newcomer to a global force in education, giving the world access to millions of pages of free information.

\_\_\_\_\_ / 8 (1 point each)

**C** Choose the correct answers.

- 1 The arrival of Nick and Jenna's first child caused a *subtle* / *drastic* change in their normal routines.
- 2 Farmers have been badly affected by the *abrupt* / *desired* change in the weather, with heavy rainfall damaging crops yesterday.
- 3 Over the last fifteen years, there has been a *lasting* / *gradual* change in attitudes toward buying food online; people finally are starting to like the idea.
- 4 In the last twenty years, there has been a *profound* / *refreshing* change in the way digital technology affects our lives.
- 5 Due to *unforeseen* / *desired* circumstances, we had to postpone our vacation.
- 6 When the new management team arrived, they reorganized everything, and their *sweeping* / *refreshing* changes caused a lot of disruption.
- 7 When forming a new habit, it's fairly easy to make occasional progress, but it's much more difficult to create *welcome* / *lasting* change.
- 8 As electric car sales increase, many countries are making *fundamental* / *abrupt* changes to their transportation systems by moving away from gasoline.

\_\_\_\_\_ / 8 (1 point each)

**D** Complete the second sentences using the subjunctive so that they are more formal than the first sentences.

1 "Please leave at once," the man told her.

The man insisted that \_\_\_\_\_ at once.

2 I want him to listen carefully to the instructions. They are important.

It is important that \_\_\_\_\_ carefully to the instructions.

3 It was useful when she told everyone to change their computer systems.

Her insistence that \_\_\_\_\_ their computer systems was useful.

4 Nick's parents liked our idea for him to study with a private tutor.

Our suggestion that \_\_\_\_\_ with a private tutor was welcomed by his parents.

5 "Give the man a fine and a warning," said the judge.

The judge ordered that \_\_\_\_\_ a fine and a warning.

6 "Please read the minutes of the meeting, Jack," said his boss.

Jack's boss recommended that \_\_\_\_\_ the minutes of the meeting.

7 "The best thing would be for everyone to vote for Tina Robinson," said the politician.

The politician advised that \_\_\_\_\_ for Tina Robinson.

8 If Mark doesn't pay attention in class, he won't pass the exam.

It is crucial that \_\_\_\_\_ attention in class in order to pass the exam.

\_\_\_\_\_ / 8 (1 point each)

**E** Complete the text using the words from the box in the perfect infinitive form.

be   forget   hit   reach   suffer   take

### Record-Breaking Heatwave Hits Australia

Large parts of Australia are reported <sup>1</sup> \_\_\_\_\_ devastating heatwave conditions last week, and the sizzling temperatures are known <sup>2</sup> \_\_\_\_\_ several major cities across the country. In tiny Marble Bar, which claims to be the nation's hottest town, temperatures are said <sup>3</sup> \_\_\_\_\_ a maximum of 121°F. Thousands of people have flooded to the coasts to cool down.

"People have decided that it's too hot to work, and many appear <sup>4</sup> \_\_\_\_\_ the opportunity to head to the beach. They seem <sup>5</sup> \_\_\_\_\_ the dangers of being exposed to these temperatures," said one police officer. Yesterday, several people were reported <sup>6</sup> \_\_\_\_\_ taken to the hospital for sunstroke, so authorities are recommending that people stay indoors as much as possible.

\_\_\_\_\_ / 6 (1 point each)

**F** Read the article. Then choose the correct answers.

**Netflix: A Disruptive Company**

The twentieth century has seen more than its fair share of disruptive companies, but Netflix not only shook up the video-rental business by offering DVDs by mail, but it then disrupted its own success by offering instant video streaming.

In the year 2000, Blockbuster was the king of the video-rental industry. Not only did it have thousands of retail locations and millions of customers, but due to its size and efficiency, it dominated the market.

Smaller rival Netflix only offered DVDs through the mail. Its innovation of having no stores meant lower costs, but it also meant Netflix had no visible presence in the market. On the positive side, Netflix used a subscription service. This meant that users could keep a video as long as they liked without having to pay an extra fee if they returned the video late. Blockbuster made a lot of its profits through people bringing videos back late. Gradually, through word of mouth, people started understanding the benefits of Netflix – its lower prices and lack of fees.

Blockbuster had to respond, but to compete directly would disrupt its operations and cost a lot of money to set up. To make a long story short, the management disagreed on tactics, and the CEO who wanted to compete with Netflix was fired. Five years later, persisting with video rental, Blockbuster went out of business.

Netflix's second innovative disruption was offering video streaming online. But it didn't abandon its video-rental business. Instead, it set up two companies, effectively disrupting itself. This may not seem to have made much sense at the time, but Netflix is now a 28-billion-dollar company, about ten times what Blockbuster was worth. At the moment, Netflix's boldness appears to have worked, but maybe the next disruptive innovation is just around the corner.

- 1 What is the writer's main purpose in writing this text?  
**A** to persuade the reader that disrupting an industry is the best way to be successful  
**B** to describe an unusual example of innovative disruption  
**C** to detail the rise and fall of Blockbuster
- 2 What was the biggest difference between Netflix and Blockbuster in the year 2000?  
**A** the size of their operations  
**B** the product they offered  
**C** the type of customer they appealed to
- 3 According to the text, what advantage did Netflix have over Blockbuster?  
**A** Its management worked together more effectively.  
**B** Clients didn't have to travel to a store to get their movies.  
**C** It offered more affordability and flexibility in its service.
- 4 According to the text, what caused Blockbuster to go out of business?  
**A** The fees it charged for returning movies late were too high.  
**B** The company failed to respond to competition after a management dispute.  
**C** Customers started saying bad things about its service.
- 5 What does the writer suggest about Netflix's second disruption?  
**A** It was a risk that paid off.  
**B** It was a mistake to disrupt its own operations.  
**C** It is likely to cause problems very soon.

\_\_\_\_\_ / 10 (2 points each)