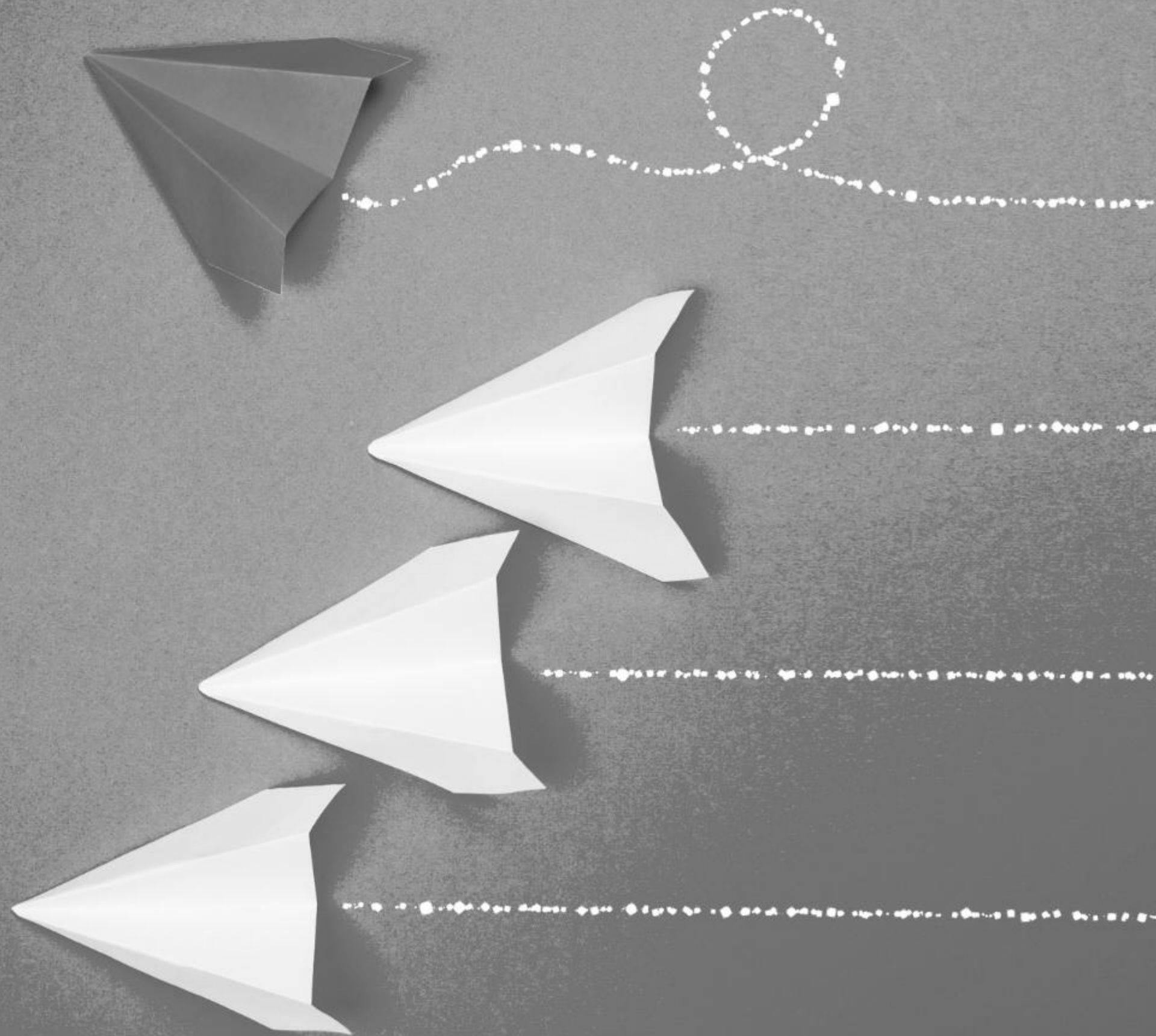
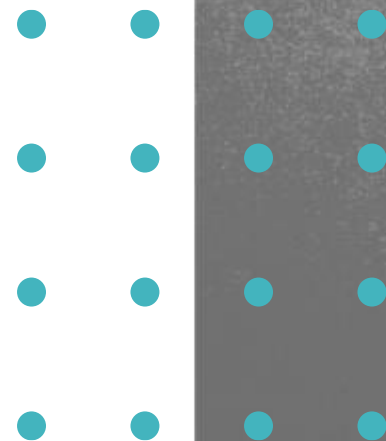
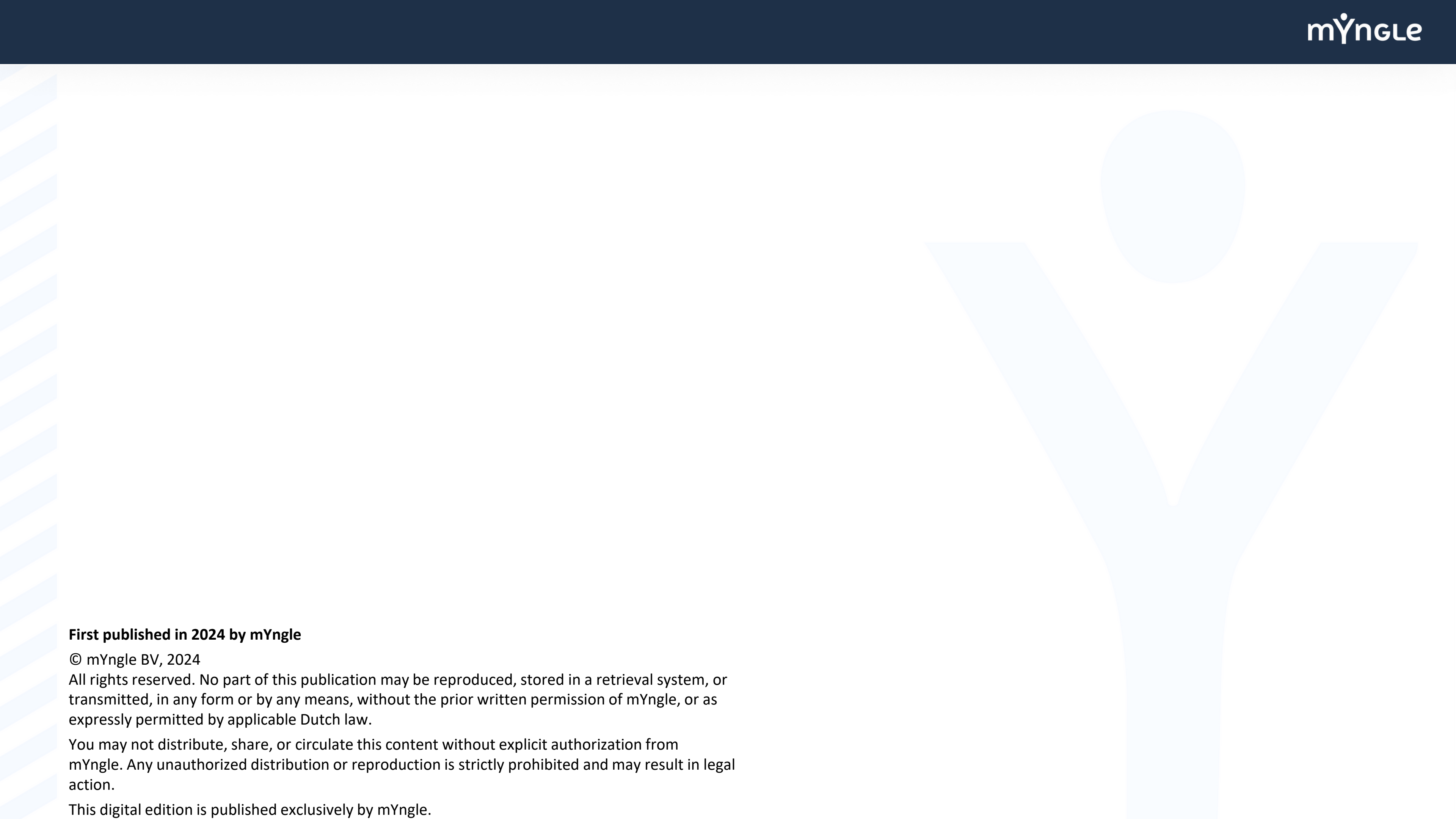




Business Upper Intermediate

Homework - Unit 11: Change



The background features a dark blue header with the mYngle logo. On the left, there is a vertical strip with diagonal light blue and white stripes. On the right, there is a large, faint, light blue graphic of a person with arms raised, holding a circular object above their head.

First published in 2024 by mYngle

© mYngle BV, 2024

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, without the prior written permission of mYngle, or as expressly permitted by applicable Dutch law.

You may not distribute, share, or circulate this content without explicit authorization from mYngle. Any unauthorized distribution or reproduction is strictly prohibited and may result in legal action.

This digital edition is published exclusively by mYngle.

1. Match words 1-7 with their synonyms a-f.

- | | |
|-----------------------------------|--------------------------------------|
| 1. oppose | a. back up |
| 2. react strongly | b. return |
| 3. prevent | c. realize targets more productively |
| 4. revert | d. anticipate |
| 5. support | e. resist |
| 6. achieve goals more efficiently | f. show an intense response |

2. Mark in the words where the stress is. Click on the word to hear the correct pronunciation.

- | | |
|---------------|----------------|
| 1. concerned | 10. revert |
| 2. anxious | 11. support |
| 3. ambivalent | 12. achieve |
| 4. hostile | 13. resistance |
| 5. receptive | 14. criticism |
| 6. oppose | 15. enthusiasm |
| 7. react | 16. optimism |
| 8. resist | 17. guidance |
| 9. prevent | |

3. Match the word with its opposite

- | | |
|-------------------|-----------------|
| 1. concerned | A. controlled |
| 2. anxious | B. apathy |
| 3. ambivalent | C. fail |
| 4. hostile | D. receptive |
| 5. receptive | E. be against |
| 6. be in favor of | F. inattention |
| 7. oppose | G. support |
| 8. resist | H. criticism |
| 9. revert | I. advance |
| 10. achieve | J. decisive |
| 11. criticism | K. praise |
| 12. enthusiasm | L. indifference |
| 13. guidance | M. mislead |

4. Fill in the gaps with some of the words below.

concerned
revert

anxious
support

ambivalent
achieve

hostile
resistance

receptive
criticism

oppose
enthusiasm

react
optimism

resist
guidance

prevent

Over the past few decades, business etiquette has undergone substantial changes. Many traditionalists might feel (1)_____ about the transformation, believing that some old ways should not be abandoned. They often (2)_____ new methods, fearing that essential values may get lost. However, with the right (3)_____, navigating the modern business world can become easier.

In the early days of business, employees were often (4)_____ to any form of (5)_____, seeing it as a direct attack on their competence. Today, the climate is shifting. Constructive feedback is welcomed by many, as it helps individuals (6)_____ their career goals more effectively.

Despite the changes, some areas of business etiquette seem to (7)_____ to older methods. For example, face-to-face meetings, despite the rise of digital communication tools, still hold significant value in various business settings. Some experts are (8)_____ this, believing that direct interactions build stronger relationships.

However, there are those who remain (9)_____ towards newer etiquettes, especially in the digital domain. They feel (10)_____ about online meetings or the idea of remote working, worried about the potential challenges they might face.

Yet, there's an undeniable (11)_____ among many to embrace these changes. They see the potential for better work-life balance, greater flexibility, and increased productivity. As for the skeptics, with time and adaptation, it's hoped that they too will become more (12)_____ to these shifts.

1. Match the following phrases in column A with their opposites in column B.

Column A

- 1. implemented a successful change
- 2. out with the old, in with the new!
- 3. game-changing
- 4. a sweeping change
- 5. from scratch
- 6. shakeup
- 7. a commitment to change
- 8. embracing change

Column B

- A. maintaining the status quo
- B. minor adjustment
- C. a commitment to stability
- D. resisting change
- E. sticking with the tried-and-true
- F. built upon existing work
- G. game-preserving
- H. settling down

2. Read the following text about Tesla. Select the correct word/ phrase in each case.

TESLA - A company born to change the market

Founded in 2003, Tesla has been a (1) ____ (*game-changing/game-preserving*) force in the automotive industry. Much of its success is attributed to its (2) ____ (*a commitment to change/a commitment to stability*), a sharp contrast to traditional automakers who were more focused on (3) ____ (*sticking with the tried-and-true/Out with the old, in with the new!*).

At its inception, Tesla faced enormous challenges. However, the company created a significant (4) ____ (*shakeup/settling down*) by introducing high-performance electric cars at luxury price points. Their vehicles were not just modifications but were designed (5) ____ (*from scratch/built upon existing work*). Tesla's early successes were (6) ____ (*implementing a successful change/maintaining the status quo*), which prompted legacy car manufacturers to consider their own approaches. These traditional companies had to go through a period of (7) ____ (*shakeup/settling down*) to align with changing consumer expectations.

The launch of Tesla's more affordable models like the Model 3 and Model Y marked a (8) ____ (*a sweeping change/minor adjustment*) in the automotive industry. This move was in line with the sentiment of (9) ____ (*out with the old, in with the new!/sticking with the tried-and-true*).

Tesla's CEO, Elon Musk, is renowned for his risk-taking and (10) ____ (*embracing change/resisting change*). His management style has been crucial in enabling the company to navigate through various challenges successfully.

As Tesla expands into energy solutions and even space technology via its sister company SpaceX, it continues to embody the spirit of (11) ____ (*a commitment to change/a commitment to stability*), a strategy other companies might find valuable as they look to remain relevant in an evolving market landscape.

Today, Tesla's story serves as a lesson in how (12) ____ (*a sweeping change/minor adjustment*) can significantly shape a company's fate for the better, elevating it from a startup to a market leader.

3. Read the following text . Which statements are True, which are False? Correct the False ones.

Founded in 2006, Twitter has always been a disruptor in the field of online communication. Initially providing a platform for 140-character "tweets," the company expanded this limit to 280 characters in 2017. Recently, the social media giant announced a game-changing transformation into "X," a new, more complex platform. This decision was not aimed at maintaining the status quo; rather, it was a strategic leap toward shaping the future of online interactions.

The rebranding to X embraced the mantra of "out with the old, in with the new!" Gone were the days when Twitter was just a microblogging platform with a strict character limit. X has introduced a slew of new features, including end-to-end encrypted messaging, specialized community forums, and a marketplace for freelance work. Unlike its predecessor, X aims to be a versatile platform that serves multiple purposes: from social interaction to professional networking to information sharing.

Industry experts have cautiously praised this transformation. While acknowledging that the new features are ground-breaking, they have also voiced concerns about the risk of diluting Twitter's original essence. Some argue that the platform's uniqueness lay in its brevity and focus, and that the new changes might alienate a segment of the original user base.

Initial reviews from users have been largely favorable, although some long-term Twitter enthusiasts express a sense of loss. There's a fine balance that X must strike: offering newer, more comprehensive tools while retaining the simplicity and straightforwardness that made Twitter so popular. This is no small task, and the jury is still out on whether the company can successfully navigate these choppy waters.

Yet, what is clear is that X has broad ambitions. It does not want to be pigeonholed as merely a social networking site; it wants to become a comprehensive digital utility tool catering to a variety of user needs. Whether it's securing a freelance gig, engaging in political discourse, or even seeking emotional support through community forums, X aims to be there for its users.

The transition has certainly been a risk, but it's a calculated one. With growing competition from other social media platforms, Twitter understood that mere incremental changes wouldn't suffice. It needed to do something radical to stay relevant, and becoming X was its answer.

The question remains: will X redefine social media and set a new industry standard, or will it become a cautionary tale of a company that tried to do too much too soon? Only time will tell, but for now, X marks a significant moment in the ever-evolving landscape of digital communication.

True/False Questions:

1. The transformation from Twitter to X can be characterized as a sweeping change that includes new features like end-to-end encrypted messaging.
2. Twitter's decision to become X was rooted in a commitment to change in the face of growing competition from other social media platforms.
3. X started its platform from scratch, creating entirely new systems and algorithms for its features.
4. The introduction of X is more of a shakeup in the online communication landscape than an evolutionary step for Twitter.
5. Industry experts unanimously praised the transformation, showing no concerns about diluting Twitter's original essence.
6. Twitter expanded its character limit to 280 as part of its rebranding to X.
7. Twitter was primarily concerned with maintaining the status quo before embracing change to become X.
8. X aims to be a versatile platform that serves multiple purposes, ranging from social interaction to professional networking and information sharing.

1. Match the sentence halves.

Column A

- 1. Over the next few weeks, we'll be...
- 2. We plan to keep you informed about...
- 3. Starting from next month, we'll be...
- 4. Later this year we'll be...
- 5. Decisions will definitely have been made by...
- 6. We are fairly certain this will have been carried out by...
- 7. We'd like to assure you that...
- 8. You may be wondering if...
- 9. It's crucial to...
- 10. We're calling on you to be...

Column B

- a. organizing a series of workshops to boost team skills.
- b. the time our annual meeting takes place.
- c. we're moving to a new location.
- d. maintain our high standards.
- e. proactive in giving feedback.
- f. implementing the new software to streamline our processes.
- g. the end of this quarter.
- h. the ongoing project updates.
- i. rolling out our new product line.
- j. we are doing everything possible to mitigate risks.

2. Complete the chart putting in each category the phrases from column A.

Making predictions	Call for action	Handing over to someone	Explaining future events

3. Fill the gaps in the text with the following phrases.

- Over the next few weeks, we'll be...
Decisions will definitely have been made by...
You may be wondering if...
- We plan to keep you informed about...
We are fairly certain this will have been carried out by...
It's crucial to...
- Starting from next month, we'll be...
We're calling on you to be...
- Later this year we'll be...
We'd like to assure you that...

Plan to
Stop
Inflation
in
Argentina

Inflation has long been a pressing issue in Argentina, causing a great deal of anxious concern among citizens and the business community alike. The government has heard your voices, and _____ (1) take decisive steps to resist and prevent this ongoing crisis. The approach will be multi-faceted, involving monetary policy, fiscal measures, and open communication with the public.

Firstly, _____ (2) every step we're taking to control inflation. Transparency is key, and we believe that open dialogues are crucial for any successful policy implementation. The financial authorities will provide regular updates, inviting both criticism and guidance, on inflation figures, foreign reserves, and the health of the Argentine peso. Additional community meetings will be held in various districts to gauge public opinion and respond to concerns.

_____ (3) tightening the monetary policy. This means that the Central Bank will resist the urge to print more money and instead focus on absorbing excess liquidity in the market. The aim is to stabilize the Argentine peso and build foreign reserves. We know that confidence in the currency is a prerequisite for any successful plan to combat inflation.

Simultaneously, _____ (4) introducing a new set of fiscal policies aimed at reducing public expenditure and promoting private investment. We hope this will achieve economic growth without fueling inflation. Subsidies and social programs will be re-evaluated to ensure they are sustainable and serve the intended purpose of helping the most vulnerable populations.

However, _____ (5) the end of the fiscal year, to review the impact of these measures. This will allow us to adapt our strategies as needed, taking into account any resistance we may face.

Public feedback will be essential in this phase, and we will be receptive to both enthusiasm and criticism.

We're also implementing inflation targeting, and _____ (6) the end of the next quarter. Our primary goal is to achieve a stable inflation rate that does not exceed a single-digit percentage. Meeting these targets will require close collaboration between the government, businesses, and the public.

While we are optimistic about the plan, we understand that some may be ambivalent or even hostile toward these changes. Inflation control can be a politically sensitive topic, and we expect some resistance and criticism.

However, _____ (7) our commitment to bringing stability to the Argentine economy is unwavering.

_____ (8) this will mean higher taxes or cuts in social services. We want to make it clear that our focus is on making fiscal adjustments that do not harm the most vulnerable sectors of society. The government is receptive to public opinion, and it's crucial to react responsibly to policy announcements.

Finally, _____ (9) not underestimate the power of public opinion in shaping policy decisions. We're calling on you to be vocal, whether you support or oppose our actions. Your enthusiasm and optimism can make a significant difference. Together, we can prevent the escalation of inflation and possibly even revert the current trend.

In summary, _____ (10) our plan to combat inflation will be rolled out over the coming months, aiming for comprehensive reform by year's end. We thank you for your concerned support as we work to restore economic stability to Argentina. With your help, we can turn the tide and lay the foundation for a prosperous future for everyone.

4. Order the following text to have a logical sequence.

- A. On the other hand, the United States relies heavily on private insurances. "Boots on the ground" often argue that this fosters innovation and efficiency. But I can also see the point of critics who argue that this comes at a high cost—both literally and metaphorically. Medical bills in the U.S. can be astronomical, and many people remain uninsured.
- B. In summary, both systems have their strengths and weaknesses, and probably neither is perfect. I have some reservations about saying one is universally better than the other. Each system has its unique set of challenges and benefits, and what works well in one context may not in another.
- C. To have a change of heart about either system is doubtful in the foreseeable future. Both have their merits and pitfalls, and they move with the times in different ways. While Europe often chops and changes its healthcare policies to accommodate its citizens, the U.S. system is more resistant to such flexibility.
- D. On the one hand, Europe employs a universal healthcare system funded primarily through taxation. It sounds interesting to note that every citizen has equal access to healthcare, regardless of income. The main argument for this approach is that healthcare is a basic human right. But the argument against it is the longer waiting times and occasional lesser-quality care due to budget constraints.
- E. The topic of healthcare systems, especially in the context of medical insurance, has been a subject of debate for years. Europe and the United States have distinct models, and I can see both sides of the argument. Let's explore these systems, their merits, and their drawbacks.

1- () 2- () 3- () 4- () 5- ()

5. Which of the following are True/ False. Correct the False ones.

1. The text argues that the U.S. healthcare system, known for its reliance on private insurance, is resistant to reforms and is unlikely to experience a complete overhaul in the foreseeable future.
2. According to the text, longer waiting times for medical procedures are a drawback exclusively associated with the European healthcare system, which is funded through taxation.
3. The text suggests that European countries frequently chop and change their healthcare policies to better meet the needs of their citizens, contrasting this with the U.S. system's resistance to reform.
4. "Boots on the ground" in the text refers to the individuals advocating for Europe's universal healthcare model.
5. While the text points out that medical bills in the U.S. can be extremely high, it also suggests that this leads to more cutting-edge medical procedures compared to Europe.
6. The text unequivocally states that one healthcare system is universally better than the other and does not foresee any changes in public opinion.
7. The article posits that the European healthcare model, which offers universal access, is flawless and faces no criticisms such as longer waiting times or budget constraints.
8. According to the text, the author has some reservations about declaring one healthcare system as superior, and sees merits and pitfalls in both.

Explaining future events

- *Over the next few weeks, we'll be ...*
- *We plan to keep you informed about ...*
- *Starting from next month, we'll be ...*
- *Our idea is to ...*
- *We're proposing ...*
- *Later this year we'll be ...*

Making predictions

- *Decisions will definitely have been made by ...*
- *Hopefully, the new model will be in place by ...*
- *We are fairly certain this will have been carried out by ...*
- *This is probably going to be (difficult to ...).*

Giving more detail

- *Let's digress for a moment and look at this in more detail.*

Referring to audience concerns

- *We're well aware of your concerns regarding ...*
- *As you all know ...*
- *We'd like to assure you that ...*
- *Many of you have asked about ...*
- *You may be wondering if ...*

Call for action

- *t's crucial to ...*
- *We're calling on you to be ...*

Handing over to someone

- *I'd like to pass the next point over to ...*
- *(John) will now deal with ..*

Future continuous

Use the future continuous (will be + -ing) to talk about

1. activities that will be in progress (and unfinished) at a certain time in the future
*I can't see you at 11:00 on Monday because I'll **be presenting** the proposal to the customer.*
2. repeated or continuous activities over a period of time, often with the prepositions *for* and *until*
*We'll **be having** our weekly meetings on Friday until we're back in Los Angeles.*
*I'll **be living** in Mexico for the next few months. (continuous over a period of time)*
3. activities that are part of a future program
*Welcome to this lecture. Over the next few sessions, we'll **be analyzing** different ways to attract customers, and we'll **be discussing** the most relevant feedback left from some customers.*

Future perfect

1. Use the future perfect (*will have* + past participle) to talk about an action that will be completed before a point of time in the future.
 - A. How's the report?
 - B. It's going well. I'll **have finished** it within the next hour.
2. The prepositions *by* or *before* are normally used with the future perfect. The negative future perfect + *until* is also common.
*I **won't have finished** the contract **until** next week.*



Probability

Use the future continuous (will be + -ing) to talk about

1. Use *may* and *might* to suggest some uncertainty.

*The new marketing campaign **may** increase our sales this year.*

*Our competitor **might** launch a similar product this quarter.*

2. Adverbs like *probably* and *definitely* give a clear indication of how probable we think something is.

*The sales figures **definitely** show a growing trend in customer demand (certain)*

*The sales figures **probably** show a growing trend in customer demand (very likely)*

In positive sentences, the adverb usually comes after *will* (*I'll definitely be there*).
In negative sentences, the adverb usually comes before *won't* (*I definitely won't be late*).

3. Adjective structures like *is certain to*, *is sure to*, *is bound to*, *is (pretty) likely to*, *is (highly) unlikely to* + infinitive can also be used to indicate degrees of probability.

*We won't wait for Linda for the meeting. She's **bound to** be late today.*

*I think our marketing campaign is **unlikely to** be successful unless we make changes a.s.a.p.*



1. will be doing or will have done

1. Do not text me tonight. I _____ (study) for the presentation tomorrow
2. At this time tomorrow we _____ (travel) to Asia!
3. By the end of the year, interest rates _____ (rise) sharply.
4. Something just happened. We _____ (attend) the meeting tomorrow.
5. I told Mike that by this time the meeting _____ (finish) but he probably forgot.
6. By the time Jessica gets here, you _____ (leave) to court.
7. I have been collecting miles from all my work trips. By the end of this travel, I _____ (travel) 5,000 miles
8. My problem is that I'm a shopaholic! I got paid last week, but I'm short of money. I _____ (spend) all my money before next week!



2. Select the proper tense: future perfect or future continuous.

1. By the end of the month, she **(will have written/will be writing)** her thesis, which might significantly impact her field.
2. The new policy **(will have changed/will be changing)** the way the company operates, and it is bound to cause some issues.
3. Your parents **(will have arrived/will be arriving)** by the time you get home, and there's a good chance dinner will be ready.
4. By the end of the year, scientists **(will have discovered/will be discovering)** a new vaccine, but it probably won't be widely available yet.
5. The artist **(will have painted/will be painting)** the entire series by next week and will definitely showcase it soon.
6. By next year, I **(will have learned/will be learning)** French, but it is doubtful I'll be fluent.
7. The architects **(will have finished/will be finishing)** the design for the new building by June, and they are likely to win some awards.
8. Perhaps by next year, electric cars **(will have overtaken/will be overtaking)** traditional gas cars in sales.
9. It is certain to rain tomorrow, so they **(will have canceled/will be canceling)** the outdoor event.
10. By 2025, the software **(will have adapted/will be adapting)** to various user needs and will have increased in popularity.
11. The meeting **(will have ended/will be ending)** by the time you arrive, so you definitely won't need to attend.
12. By the end of the day, they **(will have fixed/will be fixing)** the technical issue, so don't worry.
13. The basketball team **(will have won/will be winning)** the championship, and there's a good chance they'll celebrate downtown.
14. By the end of this decade, our company **(will have expanded/will be expanding)** into several new markets.
15. The construction crew **(will have built/will be building)** the bridge by next year, but it is doubtful it will open immediately.
16. By the time we get there, they **(will have eaten/will be eating)** dinner, so we'll probably have to grab something on the way.
17. The teacher **(will have graded/will be grading)** the exams by tomorrow, so you will definitely know your score.
18. The athlete **(will have recovered/will be recovering)** from her injury by next month, but she probably won't compete this season.
19. The engineers **(will have solved/will be solving)** the problem by Friday, so production is bound to resume.
20. The organization **(will have raised/will be raising)** enough funds for the project, and it is certain to proceed.

3. Use the words on the left to complete the text.

- might
- probably won't
- are likely to
- 'll probably
- will definitely
- there's a good chance
- it is doubtful
- are bound to
- it is certain to
- will definitely
- definitely won't

Throughout our lives, we all undergo various personal changes. For instance, many people choose to pursue higher education after high school. They _____(1) study abroad to experience a different culture. Some of them _____(2) find it challenging at first, but with time, they adapt and flourish.

Dietary choices are another area where individuals undergo changes. Someone who has been eating junk food all their life _____(3) decide to adopt a healthier diet. They _____(4) see immediate results, but over time, the benefits of healthy eating _____(5) become evident.

Exercise habits can change too. Someone who has never been into sports or physical activities _____(6) take up yoga or pilates in their 30s or 40s. While they _____(7) become an athlete overnight, _____(8) there will be improvements in their physical and mental well-being.

Relationships, as well, are subject to change. An individual who has been single for a long time _____(9) meet someone special, and while it _____(10) be love at first sight, _____(11) they will find happiness together in the long run.

4. Choose the most suitable option: by or until

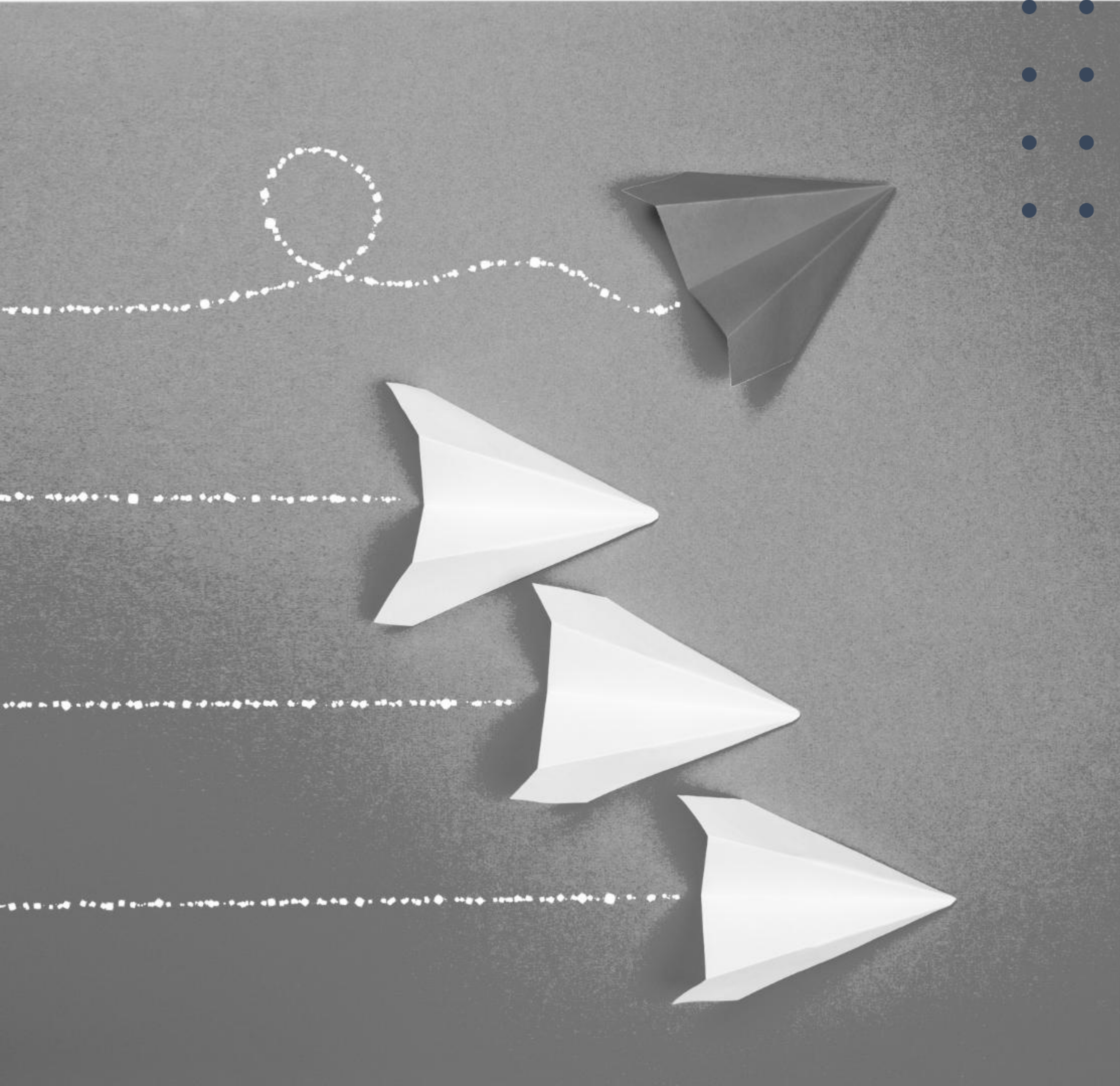
1. Please submit your answers (by/ until) Friday afternoon.
2. We can extend your package (by/ until) April, 1st.
3. Apologies, but I have to go. I have to be home (by/ until) 5 o'clock.
4. The discount offer is valid (by/ until) tomorrow. Please call me, if you change your mind.
5. The conference rooms are open only (by/ until) 3 pm. They'll be closed (by/ until) now
6. There will be a new update released (by/ until) the IT department later today.
7. The office will remain closed (by/ until) Friday for renovations.
8. The sales team needs to reach their monthly targets (by/ until) the last day of the month.
9. We plan to have the annual meeting (by/ until) May.
10. You have (by/ until) the end of the week to provide feedback on the scheme.

extra grammar

Compare **until** and **by**.

Rick will be away **until** Monday (so he'll be back on Monday)

Rick will be back **by** Monday (he'll be back no later that Monday)



mYngle

Business Upper Intermediate

Unit 11: Change

Homework – Answer Key

Exercise 1

- 1. oppose (E) resist
- 2. react strongly (F) show an intense response
- 3. prevent (D) anticipate
- 4. revert (B) return
- 5. support (A) back up
- 6. achieve goals more efficiently (C) realize targets more productively

Exercise 2

- | | |
|---------------|----------------|
| 1. concerned | 10. revert |
| 2. anxious | 11. support |
| 3. ambivalent | 12. achieve |
| 4. hostile | 13. resistance |
| 5. receptive | 14. criticism |
| 6. oppose | 15. enthusiasm |
| 7. react | 16. optimism |
| 8. resist | 17. guidance |
| 9. prevent | |

Exercise 3

- | | |
|---------------------------------|-----------------------------|
| 1. concerned L) indifference | 8. resist I) advance |
| 2. anxious A) controlled | 9. revert H) criticism |
| 3. ambivalent J) decisive | 10. achieve C) fail |
| 4. hostile D) receptive | 11. criticism K) praise |
| 5. receptive M) mislead | 12. enthusiasm B) apathy |
| 6. be in favor of E) be against | 13. guidance F) inattention |
| 7. oppose G) support | |

Exercise 4

- | | |
|----------------|----------------|
| 1. Anxious | 9. Ambivalent |
| 2. Resist | 10. Concerned |
| 3. Guidance | 11. Enthusiasm |
| 4. Hostile | 12. Receptive |
| 5. Criticism | |
| 6. Achieve | |
| 7. Revert | |
| 8. In favor of | |

Exercise 1

1. Implemented a successful change **(A)** maintaining the status quo
2. Out with the old, in with the new! **(E)** sticking with the tried-and-true
3. Game-changing **(G)** game-preserving
4. A sweeping change **(B)** minor adjustment
5. From scratch **(F)** built upon existing work
6. Shakeup **(H)** settling down
7. A commitment to change **(C)** a commitment to stability
8. Embracing change **(D)** resisting change

Exercise 2

1. Game-changing
2. A commitment to change
3. Sticking with the tried-and-true
4. Shakeup
5. From scratch
6. Implementing a successful change
7. Shakeup
8. A sweeping change
9. Out with the old, in with the new!
10. Embracing change
11. A commitment to change
12. A sweeping change

Exercise 3

1. **True:** The text states that the transformation is game-changing, which can be characterized as a "sweeping change," and mentions new features including end-to-end encrypted messaging.
2. **True:** The text says that the transformation was a strategic leap and was made to stay relevant amidst competition, reflecting a "commitment to change."
3. **False:** The text does not mention that X started its platform "from scratch"; rather, it evolved from Twitter.
4. **True:** The transformation from Twitter to X introduces a slew of new features and aims for a broader scope, indicating a "shakeup" in the online communication landscape.
5. **False:** Industry experts have "cautiously" praised the transformation but also voiced concerns about potential downsides, so they did not unanimously praise it.
6. **False:** Twitter expanded its character limit to 280 in 2017, not as part of its rebranding to X.
7. **False:** The text explicitly states that the decision was not aimed at "maintaining the status quo" but was rather a strategic leap toward shaping the future of online interactions.
8. **True:** The text clearly states that X aims to be a versatile platform that serves multiple purposes, including social interaction, professional networking, and information sharing.

Exercise 1

- 1. Over the next few weeks, we'll be (f) implementing the new software to streamline our processes.
- 2. We plan to keep you informed about (h) the ongoing project updates.
- 3. Starting from next month, we'll be (a) organizing a series of workshops to boost team skills.
- 4. Later this year we'll be (i) rolling out our new product line.
- 5. Decisions will definitely have been made by (g) the end of this quarter.
- 6. We are fairly certain this will have been carried out by (b) the time our annual meeting takes place.
- 7. We'd like to assure you that (j) we are doing everything possible to mitigate risks.
- 8. You may be wondering if (c) we're moving to a new location.
- 9. It's crucial to (d) maintain our high standards.
- 10. We're calling on you to be (e) proactive in giving feedback.

Exercise 2

Making predictions	Call for action	Handing over to someone	Explaining future events
Decisions will definitely have been made by...	It's crucial to...	We'd like to assure you that...	Over the next few weeks, we'll be...
We are fairly certain this will have been carried out by...	We're calling on you to be...	You may be wondering if...	We plan to keep you informed about...
			Starting from next month, we'll be...
			Later this year we'll be...

Exercise 3

- 1. Decisions will definitely have been made by
- 2. We plan to keep you informed about
- 3. Starting from next month, we'll be
- 4. Later this year we'll be
- 5. Over the next few weeks, we'll be
- 6. We are fairly certain this will have been carried out by
- 7. We'd like to assure you that
- 8. You may be wondering if
- 9. It's crucial to
- 10. We're calling on you to be

Exercise 4

- | | | | | |
|------|------|------|------|------|
| 1- E | 2- D | 3- A | 4- C | 5- B |
|------|------|------|------|------|

Exercise 5

- 1. True - The text mentions that a change of heart about either system is doubtful in the foreseeable future and also mentions the U.S. system's resistance to reform.
- 2. False - While the text does mention that longer wait times are a drawback of the European system, it doesn't state that this is exclusive to Europe.
- 3. True - The text states that Europe often chops and changes its healthcare policies, contrasting this with the U.S. system.
- 4. False - "Boots on the ground" refers to proponents of the U.S. private insurance model.
- 5. True - The text suggests that the U.S. system may lead to more cutting-edge medical procedures but also mentions the high cost of medical bills.
- 6. False - The author has reservations and does not unequivocally state that one system is universally better.
- 7. False - The text discusses drawbacks to the European system, such as longer waiting times and budget constraints.
- 8. True - The author mentions having some reservations about declaring one system superior and sees merits and pitfalls in both.

Exercise 1

1. I'll be studying
2. will be traveling
3. will have risen
4. will not be attending
5. will have finished
6. will have left
7. will have travelled
8. will have spent

Exercise 2

1. Will have written - *Future perfect to indicate completion by the end of the month.*
2. Will be changing - *Future continuous to indicate an ongoing process bound to cause issues.*
3. Will have arrived - *Future perfect to show that they'll arrive before you get home.*
4. Will have discovered - *Future perfect to show completion by the end of the year.*
5. Will have painted - *Future perfect for completion by next week.*
6. Will be learning - *Future continuous for an ongoing process that's doubtful to achieve fluency.*
7. Will have finished - *Future perfect to indicate completion by June.*
8. Will be overtaking - *Future continuous for an ongoing process next year.*
9. Will have canceled - *Future perfect because the event is certain to be canceled by tomorrow.*
10. Will be adapting - *Future continuous for an ongoing process to adapt to user needs.*
11. Will have ended - *Future perfect to indicate completion before you arrive.*
12. Will have fixed - *Future perfect to indicate completion by the end of the day.*
13. Will have won - *Future perfect to indicate that the championship will be over.*
14. Will be expanding - *Future continuous to indicate ongoing expansion by the end of the decade.*
15. Will have built - *Future perfect for completion by next year.*
16. Will be eating - *Future continuous to indicate ongoing action when we arrive.*
17. Will have graded - *Future perfect to indicate completion by tomorrow.*
18. Will have recovered - *Future perfect to indicate recovery by next month.*
19. Will have solved - *Future perfect for completion by Friday.*
20. Will have raised - *Future perfect to indicate completion and certainty of the project proceeding.*

Exercise 3

1. might
2. are likely to
3. will definitely
4. probably won't
5. are bound to
6. might
7. definitely won't
8. there's a good chance
9. 'll probably
10. it is doubtful
11. it is certain to

Exercise 4

1. by
2. until
3. by
4. until
5. until / by
6. by
7. until
8. by
9. by
10. until